

# The Conference Board MANAGEMENT RECORD

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## A Practical Testing Program

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A PSYCHOLOGICAL testing program was established in 1945 by the General Aniline & Film Corporation. Since that time, the company has opened testing departments at Ansco, General Aniline Works, Ozalid, and the Central Research Laboratory. The work done and the products made in these plants are diversified, and vary tremendously from one plant to another.

One of the first steps in getting the program under way was to introduce the Ortho-Rater Industrial Vision Program to all of the plants. This test was given primarily as an employee service, and, in addition, as an aid in the safety program. As a result, Ansco has established definite visual standards for many jobs.

At the Central Research Laboratory tests are used for selecting ex-G.I.'s to be trained by the company as technicians. This training is part of the company's on-the-job training program for veterans. The tests used are of the pencil and paper variety and include:

1. Wonderlic Personnel Test
2. Cardall Test of Practical Judgment
3. Minnesota Speed of Reading
4. Bennett Mechanical Comprehension (Form BB)
5. Schorling-Clark-Potter Hundred Problem Arithmetic Test
6. Iowa Chemistry Training Test
7. Iowa Chemistry Aptitude Test

Tests 5, 6 and 7 in this list were used diagnostically to answer such questions as: "At what level should the instruction in chemistry begin?" "Should some of the men be given instruction in basic arithmetic before attempting chemistry?" "How can the men best be grouped into homogeneous sections?"

The test results have enabled the training department to answer such questions intelligently. The training is progressing much more efficiently as a result.

The following discussion pertains specifically to Ansco as the program at Ansco is farther advanced than the programs at the other two plant locations for two reasons:

1. At Ansco there are relatively large numbers of employees doing similar work;
2. Objective criteria are generally available because piece-rate incentives operate in many of the jobs.

### TYPICAL RESULTS ACHIEVED

The work at Ansco is carried on by the supervisor of personnel testing with the assistance of two full-time clerks who carry out such activities as test administration, scoring, and some of the more routine clerical work in connection with the necessary statistical analysis.

Three examples of the results achieved through the use of tests indicate the diversity of jobs for which tests have been found useful. These three studies have been selected not because they are outstanding but because they are typical of the kind of results which may be expected from a carefully planned and scientifically administered program such as that at Ansco.

### Spoolers

A spooler winds film and paper of a given length on a spool. One of the chief requirements of the work is that the operator possess more than average finger dexterity. Since it was discovered that the better operators produced approximately twice as many



units as the poorer operators, the importance of selecting potentially good operators is evident.

**Table 1: Relation Between Finger Dexterity Scores and Production Record**

Group	Average Time To Complete Test
7 "Best" Spoolers.....	201 Seconds
10 "Average" Spoolers.....	240 Seconds
10 "Poorest" Spoolers.....	247 Seconds

Table 1 indicates the relationship between scores made by twenty-seven spoolers on a simple test of manipulative skill and production. It will be seen that the average time for the best producing group on the test is better (*i.e.*, faster) than the average time of either of the less productive groups. A critical score was established (240 seconds) which helped eliminate poorer operators.

Piece-rate incentives were applied to this job. From the company's viewpoint, it is much better for the machine and space to be occupied by a high producing operator than by a poor operator.

After the standard of 240 seconds had been established, a follow-up study was made with a separate group of twenty-six spoolers. The group was given the same dexterity test and seventeen failed to meet the standard. Owing to a labor shortage at the time, it was expedient to hire the entire group. Ten weeks later a check was made of those failing to complete the test in the standard time. All had left the job!

**Chart 1: Make-up Pay Differences for Spoolers Passing and Failing Finger Dexterity Test**

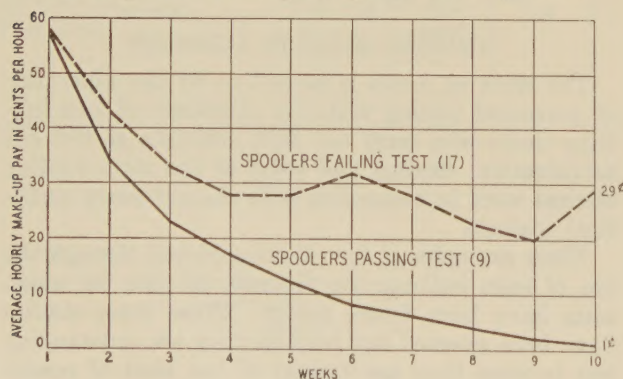


Chart 1 shows the average hourly make-up pay (difference paid by the company to raise a learner's actual piece-rate earnings to his guaranteed hourly rate) received by the two groups. The failing group cost the company more than the passing group from the first week, and the differential between the two groups tended to increase week after week. The passing group was within one cent of making its base rate at the end of the tenth week.

Subsequently more than one thousand job applicants were given the dexterity test and better norms were established. These are shown in Table 2.

**Table 2: Classification of Finger Dexterity Scores**

Group	Time in Seconds
Excellent.....	173 or faster
Good.....	174 to 195
Average.....	196 to 217
Fair.....	218 to 239
Poor.....	240 or slower

When it is considered that many indirect costs, such as hiring, training, transferring, waste, and physical examination, are also represented in the failing group, the total lost to the company has been estimated at \$8,000.

### Camera Assemblers

Camera assemblers work on an assembly line. Each operator contributes in some way to the completion of a camera. Some operate a bench riveting machine, others make use of small hand tools, fixtures, and small piece parts. This work requires manipulative skill and a high degree of visual acuity as well. A study was made of these workers using a battery of four tests. It was found that a finger dexterity test and the Ortho-Rater test of visual skills made it possible to distinguish the better operators with considerable accuracy.

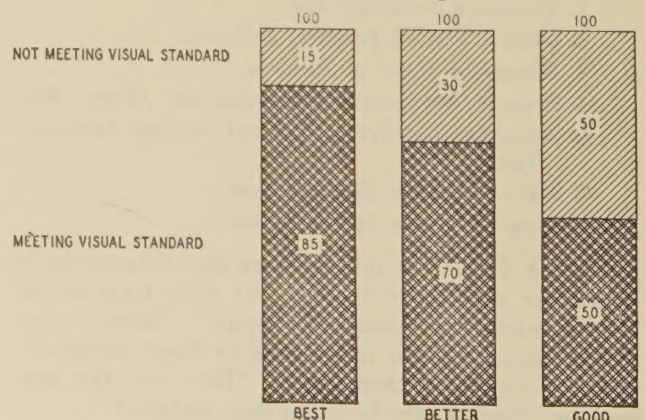
Chart 2 shows the relationship of certain visual skills and job performance. There are definite advantages in selecting those applicants who meet the visual standards for the job.

### Portrait Hand Examiners

This is a visual inspection job. The operators work under low illumination. Inasmuch as the film is sensitive to light the inspection must be relatively rapid.

**Chart 2: Relation of Visual Standard to Success in Camera Assembly Work**

Figures Shown are Percentages





The film is inspected for defects such as blisters, scratches, spots, etc.

It was quite evident from the beginning of this study that vision played a primary role. Accordingly, it was decided to try the Ortho-Rater test to determine whether a positive relation existed between excellence of vision and job performance.

It was found that such a relationship did exist. Use of the Ortho-Rater in the selection of new portrait hand examiners gave an 11% increase in the number of better and average workers selected, and an 11% decrease in the number of poorer workers.

Evidence has been presented for three different types of work. The evidence suggests that these tests, properly administered and evaluated, can bring about an increase in the number of better operators selected as well as elimination of a proportion of those lacking the required skills and aptitudes. The techniques utilized are applicable to most types of jobs. Research to that end is constantly in progress at General Aniline. The ultimate goal, of course, is development of a proved battery of tests to be used for selection and placement of workers in all the jobs in the plant.

## Eyes on the Job<sup>1</sup>

**F**OLLOWING the introduction of an industrial vision program at the Hawthorne Works of the Western Electric Company, Inc., in Chicago, only two of a group of fifty-nine workers selected as inspectors (using microscopes) in the production of quartz crystals failed to become successful operators. Previously, it had been necessary to transfer one out of every four persons employed in the division primarily because they were visually unable to distinguish small details important for the satisfactory performance of their tasks, or because they were unable to sustain visual attention throughout the entire day.

The plant's vision program was started in September, 1943, when the service was offered to supervisors of departments in which labor turnover seemed to be high because of unusual visual requirements. The Bausch & Lomb Ortho-Rater was selected as the testing instrument for the project to measure the visual skills of individuals which are important in various types of occupations. The Ortho-Rater, as shown in the illustration, is designed to measure visual performance and is not intended for use in professional eye examinations.

### FIRST STEPS

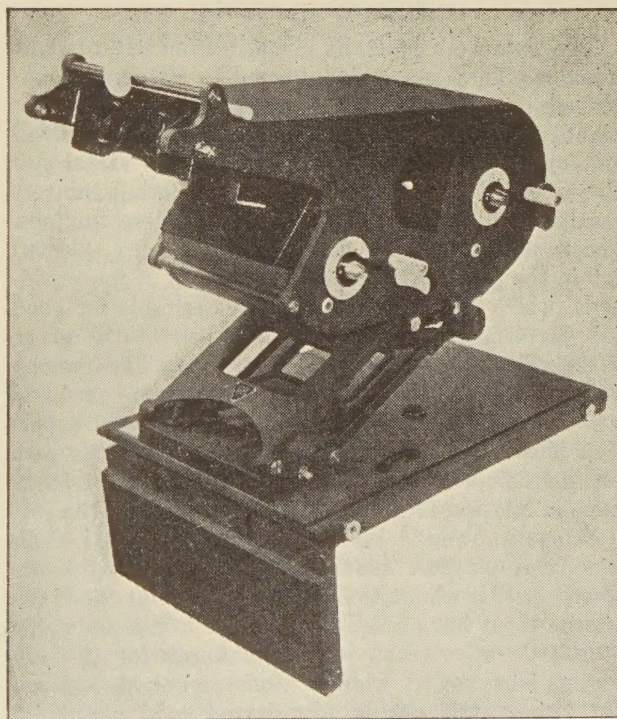
The first step in the project was to appoint a test administrator for the program, which was placed under the direction of the medical department. Test administrators were selected on the basis of ability to (1) make a pleasing presentation; (2) instill confidence in program participants; (3) understand and appreciate the plant and its various job problems and situations; and (4) interpret some of the fundamental

<sup>1</sup>This is the second of two articles on vision programs for industry. The first, which appeared in the September, 1947, issue, describes a company's experience with the industrial vision program of the American Optical Company. This article outlines one company's experience with the Bausch & Lomb industrial vision service.

aspects of visual phenomena. The company also considers an understanding of statistical procedures important although not essential for the job.

### Intensive Course Given

The test administrators were given an intensive and practical course for two and one-half weeks at the Purdue University Industrial Vision Institute to prepare them to introduce and administer the company's vision program. The course, a part of the Bausch & Lomb vision service, provided the individ-



Bausch & Lomb Ortho-Rater



ual with information and training related to such factors as administration of Ortho-Rater tests, evaluation of test results and determination of visual standards for various types of jobs.

### VISUAL SKILLS

After the completion of the course the test administrators studied analyses of selected jobs in the plant in order to determine visual skills related to good job performance. Visual standards for jobs were then determined statistically through the application of twelve Ortho-Rater tests to persons engaged in the selected tasks. The visual skills tested by the instrument were: visual acuity (ability to distinguish small detail) for left eye, right eye and both eyes, stereopsis (depth perception), vertical and lateral phoria (commonly referred to as muscle balance) and color. Except for color and stereopsis, tests were given for both near and distance seeing, with the near point at 13 inches and the far point 26 feet away. The Bausch & Lomb Optical Company indicates from their research that the twelve particular tests were selected for the industrial vision service because they test the visual skills most closely related to good job performance in a variety of industrial occupations.

Visual skills of tested employees were recorded by the test administrator on profile cards such as the one reproduced on this page. Circles were placed around the numbers in each visual test to indicate the individual's performance in those visual skills.

### RECORD KEEPING

The tests were generally given in from five to eight minutes. They were administered to all persons employed in selected jobs. In collaboration with the plant supervisor, the test administrator classified employees according to job performance. Visual statistical analyses were then made correlating the test results with job performance. From these findings, vision standards were determined for each selected job in the plant. Transparent templates of job standards, which show the visual skills desirable for good job performance, were made for each of the given tasks. These transparent templates (see illustration) were identical in size with the worker's score card and when superimposed on the individual's visual profile (see illustration) provided the test administrator with an immediate check of the worker's visual performance in relation to a determined standard for the job.

Scores showed a wide difference in visual skills among employees. Since the tests were first introduced in 1943 about 25% of the workers at the Hawthorne plant have failed to meet the minimum vision standards of selected jobs. Standards for the different jobs varied widely. Some required superior far vision while others necessitated good near-point vision. In each instance, research indicated that given

jobs require specific desirable visual skills for satisfactory job performance. Nevertheless, the worker who fails to meet the requirements of one job usually has the necessary skills for another task. The best operators generally are those who meet the visual standards of their jobs.

### SOME OF THE RESULTS

The testing of 1,450 workers engaged in tube manufacture at the Hawthorne Works showed that the superior workers frequently had different eye skills than the less efficient operators. This difference in the eye skills of the efficient operators has been found in a wide variety of tasks, including punch press work and miscellaneous bench assembly work.

The test results obtained from the routine visual surveys of complete occupational groups revealed a variety of visual skills or conditions. These visual conditions were divided into two groups: (1) conditions in which the individual failed to pass a test because he did not possess a skill for a particular job; and (2) conditions involving symptoms of fundamental visual disorders.

When tests indicated that individuals might profit

BAUSCH & LOMB OCCUPATIONAL VISION TESTS  
WITH THE ORTHO-RATER

NAME COMMING, DOROTHY NO. 6011

DEPT. XB JOB ELECTRIC SOLDERING

AGE 20 W ✓ EXP. 3 YRS

ALL WAYS ✓ ONLY ✓ TEND. ✓ SPECIAL ✓ SAFE ✓

EMPLOYEE STATEMENT \_\_\_\_\_

DATE 4-1-46 TESTER MDF CLERK \_\_\_\_\_

NOTE: HAD SAFETY GLASSES WITH PRESCRIPTION LENSES FOR NEAR

VISUAL PERFORMANCE PROFILE

		FAR																
PHORIA	VERTICAL	1	X	1	2	3	4	5	6	7	8	9						
	LATERAL	2	X	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
ACUITY	BOTH	3	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	RIGHT	4	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
UNAIDED	LEFT	5	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	DEPTH	6	0	1	2	3	4	5	6	7	8	9	10	11	12			
COLOR	7	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
		NEAR																
PHORIA	VERTICAL	4	X	1	2	3	4	5	6	7	8	9						
	LATERAL	5	X	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
ACUITY	BOTH	1	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	RIGHT	2	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
UNAIDED	LEFT	3	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	COLOR	4	X	1	2	3	4	5	6	7	8	9						

BAUSCH & LOMB OPTICAL CO., ROCHESTER, N. Y.

FORM 1231

NAME COMMING, DOROTHY NO. 6011 DEPT. XB JOB ELECTRIC SOLDERING

AGE 20 W ✓ EXP. 3 YRS

ALL WAYS ✓ ONLY ✓ TEND. ✓ SPECIAL ✓ SAFE ✓

EMPLOYEE STATEMENT \_\_\_\_\_

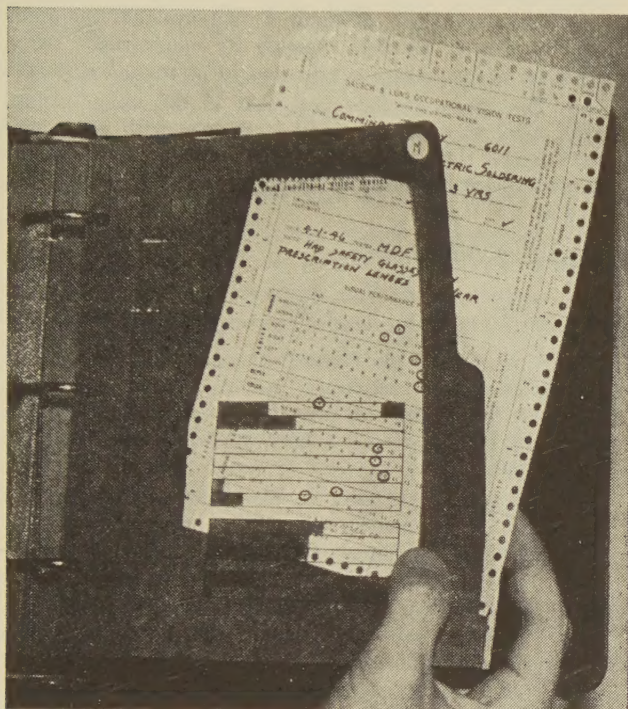
DATE 4-1-46 TESTER MDF CLERK \_\_\_\_\_

NOTE: HAD SAFETY GLASSES WITH PRESCRIPTION LENSES FOR NEAR

A sample of test results



from ophthalmic services, those persons who required safety goggles on their jobs were referred to the company ophthalmologist for examination. Employees not needing safety goggles in their work were referred to ophthalmic specialists of their own choice for diagnosis. The company states that the majority of persons who do not pass tests can be brought up to the standards or above with professional guidance and correction of existing visual problems.



Shaded areas on the job standard transparent template indicate undesired Ortho-Rater scores for a selected job. White areas show desired scores for good job performance.

Tests were not used to discourage employment but rather as a guide to good placement. Many different types of visual conditions were detected through the application of the testing program. The following conditions, discovered through the Ortho-Rater testing of a group of 380 workers who reported visual complaints at the company hospital, substantiated the need of this type of program:

Approximately eight per cent failed vertical phoria tests (postural position of the eyes, commonly called ocular muscle imbalance)

Thirteen per cent failed lateral phoria tests

Twenty-four per cent failed binocular near-point tests

Twenty-four per cent failed right-eye near acuity

Seventeen per cent failed left-eye near acuity

Twenty-four per cent failed distance depth perception

Seventeen per cent failed binocular far acuity

Thirty-five per cent failed right-eye far acuity

Thirty-one per cent failed left-eye far acuity

Five per cent were color deficient (using Pseudo-Ischromatic color plates)

Thirty-two per cent gave evidence of tendency to suppress vision

Further research reveals that about one out of every four or five persons tested at the Hawthorne Works lacks satisfactory development of one or more visual skills.

No educational program was used to introduce the plant vision service. According to the company, however, the program has been enthusiastically received by the majority of employees tested.

#### USEFULNESS OF PROGRAM

At present, all new applicants for jobs in which visual standards have been determined are tested prior to assignment. Workers are retested if they report symptoms of visual conditions and also if they are placed on other jobs requiring special visual skills.

When long-term employees fail to meet vision standards of their jobs and their visual conditions cannot be relieved, they are permitted to remain on their jobs as long as they perform their tasks satisfactorily without injury or discomfort to themselves. In some cases transfers are necessary.

Hawthorne has added personnel to its program staff and considers that the results obtained from visual testing justify continuance and expansion of the service.

While it is impossible to analyze all the benefits of a program as personal as a vision service, the company believes that the most important results derived from vision testing are:

1. Reduction of eye fatigue among tested employees.
2. Early detection of fundamental visual disorders through prompt referral of individuals to professional personnel for diagnosis and treatment.
3. Reduction of labor turnover.
4. Improvement in production.
5. Improvement in placement.
6. Reduction in training time for new employees.

Furthermore it is reported that employees are becoming increasingly aware of the value of good vision and are consulting their ophthalmic specialists for the correction of many long-neglected eye complaints.

Since the introduction of Hawthorne's industrial vision service, Western Electric Company advises that several other company locations have initiated Ortho-Rater programs in their plants. Among these are work areas in Kearny, New Jersey, Baltimore, Maryland, and Allentown, Pennsylvania. While these services are still comparatively new, reports from the various divisions indicate that program results are satisfactory.

ETHEL M. SPEARS  
Management Research Division



## Trends in Collective Bargaining

### Hiring Hall Contract Not Banned?

The hiring hall was believed in many quarters to be banned by the Taft-Hartley Act. However, what some labor relations people claim is a form of hiring-hall contract has been signed after the effective date of the act—August 23, 1947. Significantly, it was signed only after the president of the union and the chief attorney for the employers had a personal conference with Senator Taft and went over the whole matter with him. Here is the clause:

"Section 2 (a). The employers agree in the hiring of employees in the classifications covered by this agreement to prefer applicants who have previously been employed on vessels of one or more of the companies signatory to this agreement and the union agrees that in furnishing deck personnel to employers through the facilities of their employment office it will recognize such preferences and furnish seamen to the employers with due regard thereto and to the competency and dependability of the employees furnished; when ordinary seamen with prior experience are not available, the union will in dispatching seamen prefer graduates of the Andrew Furuseth Training School.

(b) When an employer rejects men furnished who are considered unsuitable and unsatisfactory, the employer shall furnish a statement in writing to the union stating the reason for the rejection and the union may thereupon refer the matter to the Port Committee and the Port Committee shall then hear the case."

In a letter to THE CONFERENCE BOARD, Senator Taft says that he expressed the opinion in his meeting with the union leader and the attorney for the employer's association that preference for applicants previously employed was entirely legal, and not different from many existing seniority rules. However, he expressed no opinion at that meeting about the provision relating to the union-operated Andrew Furuseth Training School.

### Union's Interpretation

The union leader and the attorney for the employers seemingly have two different interpretations of the practical effect of this clause.

The union's leader says that this clause gives 100% union hiring. Here is how:

1. The first part of clause 2 (a) gives preference to workers who had been in the employ of one or more of the companies that signed the agreement. He says that every member of the union at one time or another has made a trip with these companies. In addition, the previous practice of both the companies and the union

was that all workers must get their jobs through the union hall. Because of the existence of these two previous conditions, he claims this first part gives his members seniority for jobs.

2. The second part of clause 2 (a) says that the union will furnish all workers through its employment office. This, he claims, means continuance of a union hiring hall.

3. The clause further says that if the union cannot send men who had previous experience with companies that signed the agreement, it will send graduates of the Andrew Furuseth Training School, which the union conducts.

### Employers' Interpretation

The attorney for the employers' association disagrees with the union leader's interpretation. He says:

1. A perusal of the clause will show that there is no requirement that employers use the facilities of the union in procuring workers. On the contrary, he says, they are entirely free to hire workers from whatever source they choose.

2. There is no provision in the clause or contract that makes union membership a condition of employment or a condition of continued employment. The only limitation on the freedom of employers, he says, is to prefer applicants who have had previous employment with them.

3. The union leader's statement that the contract says the union will furnish all workers through its employment office is a misstatement. The contract merely states that the union, in furnishing personnel to employers through its facilities, will recognize the preferences agreed to by employers. He claims the same holds true with reference to the union's agreement to dispatch graduates of the Andrew Furuseth Training School when workers with prior experience are not available. Thus, employers are still free to obtain workers where they choose.

4. The union leader is incorrect in saying that every member of the union has at one time or another worked with the companies signatory to the agreement. Thousands of former employees of companies signing the agreement are not members of this union at the present time.

5. While it is true that it has been employer practice in the past to obtain workers from the union, that was because the former contract required it. The new contract does not stipulate continuance of that practice.

How this clause works out is being watched with interest in labor relations circles.

### Holiday Pay Based on Attendance

A New England textile company in its contract with the United Textile Workers of America (AFL) has come up with what may be a new principle in



handling pay for holidays. It makes holiday pay dependent on the worker's attendance. The contract says that to receive pay for each of six holidays, the worker:

1. Must have been on the payroll for at least thirty days.
2. Must have worked at least 260 hours during the preceding three months.
3. Must have no unexcused absences.
4. Must have no more than four days of excused absence.

In addition, the clause says that workers who take part in any strikes or work stoppages shall not receive holiday pay during the next twelve months.

#### Day Off Before and After Holiday

Another unusual holiday clause appears in a contract recently signed by a midwestern firm with the CIO Textile Workers Union. It reads:

"When the holiday falls on a Tuesday or Thursday and the employee desires to leave town for the holiday, the employee may be absent on the Friday after a Thursday holiday or the Monday before a Tuesday holiday without excuse but must notify the Department Manager of his intention to be absent and must work the day preceding a Thursday holiday and the day following a Tuesday holiday."

#### New Checkoff Forms

The instrument for carrying out the checkoff is the checkoff authorization form. If this form is illegal—and money is collected through its use—employers and union officials may be guilty of violating the checkoff section (302) of the Taft-Hartley Act. The penalty is up to one year in jail, or \$10,000 fine, or both.

Here are three types of checkoff authorization forms devised by employer and union attorneys to come within the act:

#### Revocable Checkoff Form

The act permits a revocable checkoff, if voluntarily given by the worker. Under this type, the worker gives the employer permission to deduct dues from his wages or salary. He can revoke this checkoff at any time.

The following revocable checkoff form is from a contract signed after August 23, the effective date of the act.

To ..... Company  
Date .....

Until otherwise requested by me in writing, you are hereby authorized and directed to deduct from wages earned by me while in your employ an initiation fee of \$.... and current monthly dues of \$.... The sums so deducted shall be remitted by you to the financial secre-

tary of Local No. .... of the United Gas, Coke and Chemical Workers, CIO.

Until otherwise requested by me in writing, this authorization shall remain in effect during the life of this agreement.

.....  
(Signature)

#### Irrevocable Checkoff Form

The Taft-Hartley Act places these restrictions on the use of irrevocable checkoff forms:

- a. The form must be signed voluntarily by the worker.
- b. The checkoff must not be irrevocable for a period of more than one year, or the end of the contract, whichever is sooner. (Section 302.)

The following irrevocable checkoff form, now in actual use, was designed to take these restrictions into consideration.

Date.....

To the Office Manager of  
.....Corporation

You are hereby authorized and directed to deduct from my earnings monthly dues of .... dollars in the Oil Workers International Union, Local .... and pay the amount so deducted monthly to the Secretary-Treasurer of the said union. This authorization is revocable at the end of one year from the date hereof, or at the termination of the agreement dated the .... day of ....., 1947, between the company and the union, whichever occurs sooner.

.....  
(Signature)

.....  
(Badge Number)

#### Year-to-year Irrevocable Checkoff

Another type of irrevocable checkoff may stay in effect for more than one year. This is done by stating in the checkoff form that at the end of any yearly period the worker has a fifteen-day or a thirty-day period to revoke his checkoff. If he does not revoke his checkoff during this period, it automatically goes into operation for another year. A number of organizations have adopted this means of assuring the union "maintenance of dues" in lieu of other forms of union security.

The attorneys of a western company and a local of the UAW-CIO jointly devised this type of checkoff form to meet the act:

#### AUTHORIZATION AND ASSIGNMENT

To: .....Corporation, hereinafter called the "Company": You are hereby authorized and directed,

(1) To deduct from my pay for each calendar month such sums as shall have been certified by the International Union, United Automobile, Aircraft and Agricultural Implement Workers of America (UAW-CIO) and its Local Union No. ...., hereinafter called the "Union," to the



Company as owing by me to the Union, for membership dues for said month and for initiation fees. Said deduction shall be made upon the terms and in the manner provided in that agreement between the Company and the Union dated .....

(2) To remit said deduction in full to the designated financial officer of the Union, not later than the 25th day of each month for which said deduction is made.

This authorization and assignment shall be irrevocable until ....., and from year to year thereafter, unless not less than thirty (30) and not more than forty-five (45) days prior to ..... or the end of any subsequent yearly period, I give the Company and the Union written notice of revocation, both bearing my signature and the date thereof.

Dated: .....  
(Signature of Employee)

.....  
(Signature of Witness)

### Taft-Hartley Act at Work

A contract covering approximately one hundred milk dealers in the New York metropolitan area shows to a considerable extent the effect of the Taft-Hartley Act on union contracts. This new industry agreement, signed late in October, includes the following modifications of the old pre-Taft-Hartley agreement:

1. Provision for a union shop rather than the former closed shop if NLRB-conducted elections show that a majority of employees favor a union shop.
2. Elimination of union hiring.
3. Provision that checkoff of dues will be granted only upon individual employee authorization.
4. A provision that the two-year agreement may be reopened on the question of union security after one year, if the interim Congress modifies the terms of the Taft-Hartley Act or the courts interpret the law to allow for greater union security than is presently permitted.

### Wording a Union-shop Clause

The Taft-Hartley Act says that union-shop provisions signed after August 22, 1947, can become effective only if there is an NLRB-conducted union-shop election. The question then comes up as to how to word the union-shop clause where employer and union both agree to the union shop but cannot put it into effect until a majority of employees authorize it in such an election. A clause in a contract signed by a baking company and the International Brotherhood of Firemen and Oilers may provide an answer. It reads as follows:

"(b) If an NLRB-conducted election shall be held, and as a result of it the NLRB shall certify that the union is authorized to make a union-shop agreement, the following two paragraphs shall, subject to any limitation imposed by law, become immediately effective:

"Both parties agree that all help employed by the company, covered by this agreement, shall be members in good standing of the union during the life of this agreement.

"It shall be a condition of employment that all new employees become members of the union thirty days from date of employment."

### A Management Column on Labor Relations

A novel method of letting its employees know its labor relations policies is used by a rubber company. This company reports what is new in its labor relations by means of a regular column in the company newspaper entitled "Weekly Review of Labor Relations." The company discussed contract interpretation as follows:

"Agreement of the company and union on the application of two contract clauses is of general interest.

"On the matter of trading shifts the contract states under Section 1, page 49:

"Employees may trade shift assignments for a period of one week by approval of the district representative and department foreman. Trades for longer periods, but in no event for more than ninety days, require that the employee desiring the trade canvass the other employees eligible in order of their seniority."

"The union and the company have agreed that any change in shift assignments or lineups affecting employees involved in a trade has the effect of immediately terminating that particular trade.

\* \* \*

"The other interpretation concerns employees outside the bargaining unit transferring to jobs within the unit. On page 49 the contract states:

"If an employee in a supervisory or other position outside of the bargaining unit returns to a job within the bargaining unit he shall be credited with his total seniority and the privileges that accrue thereto."

"Bumping privileges in this clause are intended for employees outside the bargaining unit who become surplus labor, who are removed by management, or who are physically unable to do their work. It is agreed that employees who, of their own volition, return to the bargaining unit are not privileged to bump into jobs."

### How Are Things in Sweden?

An analysis of the 1947 agreement of the Swedish Textile Employers Association and the Swedish Textile Union shows the following:

#### Differential for Sex

The agreement sets up two wage scales—one for men, the other for women. The minimum rate for men twenty-one years of age is 140 öre an hour, while for women twenty years of age it is 109 öre. (The official Swedish rate of the öre is .28 cent.)

#### Differentials for Age

The worker's age determines the wage rate. The



wage differential for male workers runs from fourteen to twenty-one years of age; for female workers from fourteen to twenty years. For male workers the straight-time rate for twenty-one years of age is more than double the rate for fourteen years of age.

#### *Family Allowances*

The agreement says that in addition to regular pay "those workers who have children under fifteen years of age or have to provide for a father or a mother who are unable to support themselves and have no other means of subsistence are paid a special monthly allowance." This is calculated according to the number of such persons the worker has to provide for. If it is one person the *kronen* allowance is 10; two persons, 14; three, 18; four, 22; five, 26; and for six or more persons the allowance is 30 *kronen*. (The official rate of a *krona* is 27.75 cents.)

#### *General Acceptance of Piece Rates*

The agreement indicates general acceptance of piece rates according to the following system:

"(c) Agreement about the rate is made through free negotiation in each case between the management or its representative and that worker or those workers to whom the piece-rate work has been offered. Nevertheless, where the question concerns piece rates which shall be put into the piece-rate price list, the worker shall have a right to apply to his trade union. If agreement between them cannot be made, the work shall be carried out at the piece rate the employer has offered, or on time rate, without debarring the parties from carrying on their case according to the conditions for negotiations fixed in the basic agreement mentioned in Section 17 [a country-wide agreement between Swedish employers and unions on the procedure for the settlement of labor disputes]."

#### *Convention Trends*

The AFL and CIO conventions are notable more for the trends indicated than for the actual decisions made at the sessions.

There were strong indications at the AFL convention of a shift in the power politics of that organization. A significant development is the rise of George Meany, secretary-treasurer of the AFL, and the decline of John L. Lewis in AFL councils. At the convention, Mr. Meany proved himself able to lock horns with John L. in rough-and-tumble debate and come out on top. Some labor leader are saying that Mr. Meany will be a favorite for election to the AFL presidency at the 1948 convention.

#### *CIO Trend*

The CIO convention indicated a trend within the upper ranks of the CIO to prove to the outside world that it is not dominated by communists. This was shown by the presence of such as Archbishop Cushing,

long a foe of communists, and Secretary of State Marshall.

The convention ran like clockwork. This was largely due to Philip Murray's direction, with the able assistance of Frank Carmichael, chairman of the convention and director of the CIO's New England district. So much was the convention precast that a highly placed leader, who largely shaped the convention, said one day: "The convention is running behind time eight minutes. This is the most it has run behind so far."

The one thing that was not planned in advance showed the true temper of convention delegates. This occurred when Joseph Curran, who had just defeated the communists in his own national union, entered the convention hall on Friday morning. He was given a spontaneous roar of applause—it was judged by many to be greater applause than was given to any other individual at the convention. As one delegate put it: "That round of applause was given to a man who licked the commies in his own way within his own union. He didn't go outside union circles to do it."

JAMES J. BAMBRICK, JR.  
*Management Research Division*

## Personnel Briefs

### *Jobs Through Advertising*

Nine pages of the June issue of *The Carbuilder*, monthly employees' magazine of the Pullman-Standard Car Manufacturing Company, were devoted to answering: "What has advertising got to do with me and my job at Pullman-Standard?" Entitled "Steadier Jobs Through Advertising," the article points out how and why trade journal, national magazine and newspaper advertisements help to sell more freight and passenger cars and more traction equipment in order to keep all the plants operating at a good rate of production. Accompanying photographs reproduce typical advertisements and show the steps involved in creating the copy and illustrations and making up the final proof. L. L.

### *Chip Rocks as Hobby*

Chipping rocks with a little hammer is the diversion of members of a newly formed club of employees of Bird & Son, Inc., East Walpole, Massachusetts. Inspired by an illustrated talk given by a visiting amateur mineralogist, enthusiasts formed a mineralogy club, and now there are regular field trips for the collection and classification of native minerals such as beryl, tourmaline, red fluorite, babingtonite, organite, pudding-stone and quartz. G. B. S.



## Survey of Management Problems:

### "The American Way"

*QUESTION: It appears that a rapidly increasing number of companies are becoming interested in developing programs to sell "free enterprise" to their employees. What is the thinking in your company with regard to this idea? What, if anything, is your company doing about it? To what degree is the program meeting your objective? If you have discussed "free enterprise" with your employees, how have you defined it?*

THESE monthly surveys have rarely produced points of view as diametrically opposite as those found in the current poll.

At the one extreme are the executives who zealously assign to management the responsibility for selling free enterprise to employees. At the other end of the scale are those who appear to view with considerable alarm the possibility that management efforts to sell free enterprise via the printed word or through canned shot-in-the-arm programs may backfire under the stigma of propaganda. Special criticism is directed by a number of cooperators at programs devised and publicized by some employers' and manufacturers' associations as producing more harm than good.

#### MUTUAL UNDERSTANDING NEEDED

In one way or another, approximately two thirds of the cooperators are attempting to sell free enterprise to their employees. The selling effort in more than half these companies, however, consists primarily of demonstration rather than word pictures. Most of these replies reveal the strong conviction that the workers' evaluation of free enterprise must be based not so much on what he is told as on his day-to-day experience as a member of a capitalistic society. In practically all the replies falling into this category, the underlying theme seems to be that the perpetuation and growth of free enterprise hinge primarily on the degree to which mutual understanding between worker and employer is achieved. In the majority of cases, personal contact between the employee and his supervisor appears to be the avenue most relied upon to attain that understanding. A high percentage of these executives also mention additional and supplementary means of communication that have met with varying degrees of success, such as employee newspapers and magazines, posters, annual reports and

letters from the company's chief executive. Several executives believe that their unions are well equipped and eager to cooperate with management in this important indoctrination activity.

The companies which refer to their attempts over a long period of years to improve human relations appear to be reasonably assured that these indirect efforts to indoctrinate their employees with a clear concept of free enterprise are proving effective. Executives who do not refer in their replies to this attempt to sell by demonstration, generally appear hesitant to evaluate the results of their efforts.

#### WARY OF DEFINITIONS

Very few of the cooperators have attempted to define free enterprise for their employees. One executive tersely replies: "My definition of free enterprise is limited government, unlimited competition, free prices, free contracts, free profits and free losses. How can I give that definition to the mass of our employees? Few of them are old enough to have experienced free enterprise, and I am afraid, therefore, that it is not possible to turn the clock back far enough for them to understand." Several others suggest that the term is either too vague to define or is so complex that there is danger of disagreement over details even though general agreement exists.

Other representative comments include the following:

"The thinking of our company on this point is to avoid any specific program of this kind. We attempt to encourage the growth of employee understanding of free enterprise by demonstration rather than by precept. A recent expansion program at one of our mills, costing several million dollars, was so presented that much of the newspaper comment was directed toward the insurance of expanded and continued employment in the community.

"In our communication to line supervisors, in the form of an occasional *Management Digest*, timely explanations have been made as to the function of undistributed profits in making possible such expansion programs.

"We feel that we have a perpetual task in securing full understanding, first among our supervisors and then among a substantial number of our employees, as to the nature of our own company and our own business. We believe that this is a more valuable and a more attainable understanding than any concept of the system of free enterprise."

\* \* \*

"It is our belief that free enterprise cannot be sold to employees. Rather, it is necessary to inform employees re-



garding company financial and operating objectives, policies and practices, and to adhere to them in the administration of the business. It is believed that employees with a knowledge of these matters will accept the free enterprise system on the basis of their own judgment.

"We are studying the most effective means of informing employees about these matters and in learning employee views in regard to them so that they will receive not only information which the management people feel they should receive but also information which they wish to know about.

"Our program is not far enough along to determine the degree of its effectiveness. We expect to be able to do so within the next six to nine months."

\* \* \*

"We have not undertaken any definite program of this kind. The first and most important thing is to see to it that our employees are satisfied that the company is treating them with complete fairness as far as placement, salary, promotions, etc., are concerned and that we treat them like human beings and recognize their importance as individuals. We believe that if we can do this they will be sold on this company in particular and, consequently, are more likely to be sold on free enterprise in general.

"We would later on like to make a special effort to give our employees some education in our own line of business so that they would recognize more clearly the purpose and function of life insurance. From present indications it will be quite some time before we can undertake anything of this sort."

\* \* \*

"Business must accept the additional responsibility of bringing home to employees the economic facts of life. This problem has too long been neglected by teachers, ministers, parents and other thought leaders where the greatest good could be accomplished. It is difficult for industry to change an adult's thinking, but the job is not hopeless.

"Perhaps the best way to sell free enterprise is to make it work. We are not too concerned about foreignisms taking hold so long as our present system continues to function successfully. The real danger will come in another depression. We also believe that it is a mistake to ram free enterprise down the throats of employees without first making certain that supervisors and employees think well of their wages, their jobs and their company. While this doesn't mean that we should forget to talk about free enterprise, it does mean that first things should come first.

"In our company we have attempted to improve employee understanding of the economic facts of life through foreman conferences, letters from the president to the homes of employees, the employee magazine, reports to employees, and, best of all, through personal contacts with employees, neighbors, business leaders, teachers, ministers, etc.

"While it is difficult to measure the results accurately, we believe we have made some progress. Even though this phase of business has long been neglected, we intend to continue and even accelerate our efforts in this direction."

\* \* \*

"We don't believe in trying to sell free enterprise to employees except by our very actions in relation to them day by day.

"The attitudes and reactions of employees represent only the mirrored reflection of what management under free enterprise is. If we so conduct ourselves in relation with our employees at their work places, the employees will carry the gospel of free enterprise in a most effective way. It seems to me that we insult the intelligence of our employees in trying to preach down to them the economic facts of life which the management of free enterprise presupposes to have a vast knowledge of—and doesn't. Really what we need is for management, if it can be so identified, to preach the democratic philosophy of an industrial society to those people on the higher echelon of the management group.

"We have had very long arms that can reach over either shoulder and with a few loving pats tell ourselves what a damn fine job we have done—when in fact we have done a lousy job. If we were willing to confess our sins on how badly we have confused the public on what free enterprise is and what it ought to be then I think we could find a fertile field and good listeners among our employees. Since what is past is prologue, it's very difficult to tell our employees that we now have religion when we haven't changed preachers. There seems to be an epidemic of free enterprise in the higher ranks of management.

"Since the passage of the Taft-Hartley Act, we seem to feel we owe democracy a life-long debt to propagandize with much ado on how saintly we are. To me this is a mistake. The halo of these self-crowned higher management boys seems to fade in the eyes of everyone except themselves. Again, it seems to me that management can sell free enterprise to its employees on a day-to-day basis as set forth in the Sermon on the Mount (Matthew 5-7). It can be done. And everybody profits and everybody likes it.

\* \* \*

"We have not done a great deal toward developing a program to sell the free enterprise system to our employees except as that system may become apparent in good relations with our employees in our day-to-day dealings with them."

\* \* \*

"We believe that preservation of free enterprise depends upon strengthened grass-roots faith in its virtues and that the most important way this can be done is by demonstrating through our own corporate policies and practices that free enterprise works best from the individual's own selfish point of view. A second way is to stimulate by some formal program the employee's understanding of the general aspects of our economic system which coincide with his own self-interest.

"We take great care in establishing adequate wage rates, providing opportunities for self-improvement and advancement, providing for security against sickness and old age, and giving recognition for meritorious work. From time to time, special issues of the corporate annual report, dealing with the free enterprise system and our company's place in it, have been distributed to all employees.

"We have no results to point to. But our reports indicate that the general attitude, the 'climate,' among our employees is good.

"We have not formally defined free enterprise for circulation. To the limited degree that we have approached



the subject we have done so in terms of the company, the conditions in which it operates, its objectives and policies.

"We are in the early stages of searching in this area, and we do not have tested results to report to you."

\* \* \*

"We approve such action in principle, but we do not agree with some of the high-flying promotional methods which are being employed to some extent today. We do not intend to sell free enterprise as such. By giving them the maximum amount of information about their jobs, the products they make and the business, we think we can convince our employees that our present economic system is good and should not be changed. We feel that when they have this information—when they get to know their company and understand its problems—their belief in free enterprise will naturally follow.

"We have in mind the use of personal letters, plant newspapers, a radio program, newspaper advertising, talks, conferences, etc., to improve communications within the company.

"I think we can claim a measure of success over the years with the activities that have been conducted.

"We have not defined free enterprise. It is a vague term and too general to have meaning. That is why we prefer to sell it indirectly."

\* \* \*

"Our company has not sponsored any formal program for selling free enterprise to its employees. The most that we can contribute to your survey, therefore, are general comments concerning the training of employees in industrial economics.

"Effective influencing of employee attitudes in this area probably requires more delicacy and skill than in any other area. For this reason an indirect approach is probably the more effective. Encouraging a broad foundation of general knowledge through the study of principles of economics, business administration, etc., possibly would yield better results in the long run than more direct methods. The chief disadvantage of the packaged programs on the market today is that their direct approach incurs suspicion of employees, who are likely to discount as management propaganda the educational literature used. They also lack the interest value which might be gained by using material strictly pertinent to the individual company itself, which would enable the employee to understand his own relation to management and stockholders. A process of learning in which the employee could participate would be more effective than one in which he is merely the recipient of a package of information."

\* \* \*

"We have adopted no definite program designed to 'sell' free enterprise to our employees. The most effective and most permanent way to develop an appreciation of the advantages of free enterprise is to promote a feeling of participation on the part of employees.

"By keeping our people informed of company progress, profits, plans and problems, we are convinced that it is possible to improve their understanding of the essential workings of the free enterprise system and to remove the mystery and doubts which otherwise tend to surround it.

"We endeavor to share with our employees the benefits

of the free enterprise system by constant efforts to maintain high wages, good working conditions and various employee benefits, such as group insurance, medical and recreation facilities, and annuity plans.

"Without any definite or planned program, we have found that we can sell free enterprise most effectively to our employees by continuing efforts to emphasize the important part they play in the success of the business. Employees who understand the benefits which accrue to them under the system and who understand their part in the operation of the system will not require conscious selling by management."

\* \* \*

"We utilize from time to time situations that arise to get over some of the philosophy of management and American capitalism.

"For example, all our labor negotiations are peppered with charts and explanations which tell some of the economic facts of life. Especially in a company that is organized by unions, it is just as important to sell the labor delegates and the shop stewards as the employees, and perhaps more important. The shop stewards tend to be more union minded than management minded and they are usually leaders among the employees. Any economic thinking they may indulge in and conclusions they reach are very likely to get down to the other employees.

"Another example is our employees' handbook. We have carefully worded our belief in private initiative in the foreword and have stated it indirectly in several other sections.

"We do not subscribe to the 'Jack Horner' technique so often used by industry. Jack stuck his finger in a plum pie and upon pulling out a plum, patted himself on the back with his other hand and said, 'What a good boy am I!'"

\* \* \*

"We have never defined 'free enterprise' to employees as a whole either in writing or verbally. I am not quite sure what we would say if we were to do so but presume we would stress the following factors:

"1. Capital is provided by private investors and no individual owns more than one per cent of this company's stock.

"2. The efforts of employees and management must be toward making the operations of the company sufficiently successful to attract the investment of capital.

"3. The assumption of risk by the individuals who invest their capital rather than by the government.

"4. The necessity for sufficient freedom of action to accomplish the objective of making a reasonable profit.

"5. The demonstrable gain in efficiency and initiative under this system which has resulted in a better living standard for most people.

"I and some of my associates have some doubt as to the wisdom of management's participating in a direct program of selling the idea of free enterprise. The effectiveness of such a program is subject to suspicion on the part of the workers that the motives of management are antagonistic to their own personal welfare.

"It is my impression that the union which represents by far the largest number of our employees is in sympathy with the free enterprise system. I believe their favorable atti-



tude has been developed over a long period of time, and that they realize that workers in the oil industry are better off than possibly they would be under some other system."

\* \* \*

"We hold information sessions on a discussion basis. Also, a 'For Your Information' letter, which I write on various company management problems, goes to the homes of our supervisors.

"During the past several years, we have been concentrating on developing close bonds of understanding and cooperation with our union and its leadership. I believe that the next phase is to work cooperatively with the union leadership to get over to rank-and-file workers a better understanding of the economic problems of our business. This goes hand in hand with clarifying the essential benefits of our enterprise system to our entire population."

\* \* \*

"We are much in favor of in-plant education on free enterprise. We believe that this education should be done in each plant individually and in a manner which seems best suited for each case. Both posters and articles in our house organ carry this message.

"I am not satisfied as yet that we are making enough of a dent. But I am also afraid that overdoing will turn education into obvious propaganda. So we are feeling our way along.

"We have not gone in for slogans or labels such as free enterprise and their definitions. We are trying a more gradual approach first."

\* \* \*

"We have the usual reluctance of the average company on this question. If we were to attempt to analyze our feelings, I'm sure we would discover that we are hesitant because we fear that any attempt to sell free enterprise to our own employees might be misunderstood and backfire. Employer associations and some employers have directed so much of this sort of thing against labor unions, labor's attitude and the need for more production, and so much of it has been tossed back at us and stigmatized as sheer propaganda by labor that most of us, I guess, have become a bit gun-shy.

"If we could just stick to the indisputable facts concerning free enterprise and avoid the present tendency to defend and become apologetic about it we would hit pay dirt. And it seems to me that each employer and not his 'association' should do the job. Certainly, there is so much evidence all about us of what happens under both modified socialism and communism that we should be able to present a strong case for free enterprise without arousing resentment and creating more discord.

"Our program is still in the discussion stage but we hope before long to break it out and try our wings."

\* \* \*

"Our feeling is that the American system of free enterprise will not only continue but will become greater as time goes on if all Americans have a sound understanding and appreciation of the system. The average American at the present time does not possess such an understanding. It is true that they are sold on the various comforts which we

enjoy. However, most Americans do not know the principles which make these comforts possible. We believe that industry should have a planned program to acquaint our people with the fundamental economic truths and the why of them.

"We are currently developing a program in our various plant locations to acquaint all our people with the basic principles of our free enterprise. We are using management supervisory training meetings, company and plant publications and posters.

"As the various programs are in their initial stages of presentation, it is impossible at this time to evaluate how they are meeting their objectives. However, it is our feeling that what we have done so far has been accepted by our people with genuine interest.

"This is a very difficult question to answer as the definition of free enterprise can be summed up in so many ways depending on the point of view of the person explaining his version of free enterprise. The theme we use is as follows: an economic system where the production and distribution of goods and services are performed by private individuals or privately owned organizations; that the property required in this production and distribution of goods and services is owned, controlled and directed by them; and that these persons are responsible for the use of this property and may enjoy the benefits of the gains or suffer the losses resulting from their operation."

\* \* \*

"Your survey comes at a very opportune time as our training department is now engaged in preparing a management conference series for our factory supervisors dealing with the subject of industrial economics.

"As an indication of the importance which our company attaches to this general subject, I might mention that when the training department was organized several years ago one of the first subjects which top management indicated should be included in a long-range program was this subject of economics. As we all know, a great deal of criticism, some justified and perhaps a larger part unjustified, has been leveled at our system of free enterprise by various sources with ulterior motives. Criticism of free enterprise, attacks on big business, misunderstanding of profits, have appeared in the media of speech, press and film. Distorted logic, half-truths and emotional appeal have been used very effectively in some instances.

"On the other hand, those who have most at stake have, until quite recently, been more or less silent. Consumers, as a group, are not organized for this type of program. Educational institutions, although well qualified and equipped, do not at this time appear to have the necessary contact with the large mass of laboring people. Actually, at the inception of our program we contacted a large educational institution in our vicinity and found them quite willing to serve in an advisory capacity on such programs as we might develop, but quite definitely tossing the ball to us. This, of course, is a limited experience. Labor unions, as experience has shown, have as much at stake in free enterprise as any other group and at the national level at least, pay lip service to it. However, such approaches as we have seen from this source have an axe to grind and thus far have not shown anything to warrant reliance or complete confidence. The



conclusion would seem to be that if anyone is to do the job, it is up to industry. The tone of the present international conflict in ideology is another indication of the timeliness of such a program.

"We feel that a program of this type should reach down to the lowest employee and requires a clear, simple presentation of concepts. Our first approach will be through a management conference series with the foremen. It will be a discussion group of fifteen to twenty foremen on a subject prepared and guided by a conference leader from the training department. Foremen, in coming up through the hourly ranks, are naturally imbued with that type of thinking; it is certainly desirable that our first line of management should have the benefit of clear thinking. Secondly, we feel that foremen are presented with many informal opportunities to talk with employees under situations which would not be immediately labeled as company propaganda.

"Briefly, the series on industrial economics will fall into three parts: a brief history of economic development up to this time; some fundamentals of economics; and these fundamentals of economics at our company. So far we have completed three sessions out of a possible total of six to eight sessions, each of which is planned to cover approximately one and a half hours. Thought is also being given to the development of a series of simple and well-illustrated pamphlets for distribution through the mail to employees in their homes.

"Without attempting a categorical definition of free enterprise, emphasis will be upon the natural working of supply and demand in an atmosphere of free competition, with the state as means to the end in dignifying the individual."

\* \* \*

"For a little more than a year, we have been putting out a weekly newspaper, mailed to the homes of all employees. One of our primary objectives is to sell free enterprise to our employees.

"Our newspaper is improving constantly as we become more experienced in editing a publication entirely different from any ever undertaken by this company before. For many years, we had company magazines, etc. It is only during the past year that we have decided to publish a paper that would not only give complete news of a social and recreational nature, but also news of the company's finances, production and sales problems, editorials on free enterprise, etc.

"Our employees have both the union's paper and the company's publication mailed to their homes. They can take their choice of ideas."

\* \* \*

"The interest of our employees in free enterprise has always been one of our objectives. While we are not at present actively promoting the free enterprise system other than through a series of posters currently appearing in our works, we lose no opportunity to do what we may from time to time over the months.

"We are not prepared to say what success we have achieved, although we firmly believe that unremitting championing of the free enterprise system has a wholesome effect."

"To a factory worker, free enterprise is not the wonderful way of life that trade association publicists picture, but rather something as simple and yet crucial as a single company's promotion policy, its pay scale, the smoking rule or the condition of the men's washrooms."

\* \* \*

"We have for a long time stressed wherever possible through our communication system, the free enterprise way.

"Our weekly employees' paper gives ample evidence of the advantages of free enterprise, both by statement of fact and from an editorial standpoint. We have defined free enterprise as the inherent right of an American citizen to work, live and think as he wishes without restraint, except that it be within the bounds of good personal conduct.

"Further, we have emphasized from time to time in the minds of our employees that free enterprise and a reasonable profit are not necessarily detrimental to the progress of the laboring class because many of our entrepreneurs started from scratch and have enjoyed the advantages and sportsmanship of competition."

\* \* \*

"Our company has not instituted any program to sell free enterprise to our employees. There are occasional articles in our magazine that might tend to do so.

"Several of our executives, including myself, are members of groups which include clergymen and educators. At meetings of these groups the advantages of free enterprise are frequently discussed. We hope that the educators and clergymen will pass on the arguments for free enterprise to others with whom they have contacts."

\* \* \*

"We have been seriously attending to the problem of employee communication for some time. We have written letters mailed to the homes of employees. We have dealt with the question in our employee publication through a series of articles related to the company's business. We have actively carried on training programs using the conference technique to establish economic truths in a simple understandable fashion. These are for our supervisory organizations and carry down to the people with whom they are in contact.

"We have made no effort to restrict this material to free enterprise and therefore have not defined it. Before long we expect to do an attitude survey which may throw some light on how fully our program is meeting its objective."

\* \* \*

"We believe that our political and economic systems are so thoroughly integrated, having grown up together, that any sale of one should be packaged with the other.

"We have not made any concentrated effort but take frequent opportunity in our house organ to get the advantages of our economic system across to our employees. We are also considering the pros and cons of standardized services. There is probably a delicate balance between underselling and overselling and without being timid about it, we, nevertheless, want to proceed with realistic caution. If we are too obvious about it, we would probably run into a head-on collision with the union here, which is generally believed to be under Communist domination. Our workers, on the other



hand, are a good group of native Americans, and we want to make certain that our approach recognizes that fact.

"We define free enterprise as industry or business in competition for a profit. We stress the fact that the profit motive has made us great and can continue to keep us on top. At the same time, however, we hold no brief for the extortionist and cartelism to whom profit, rather than the welfare of a nation and its people, seems paramount."

\* \* \*

"We feel very strongly that we have a definite responsibility in selling and strengthening our employees' belief in free enterprise.

"We issue a special annual report to our employees in which accounting terms have been simplified and in which we depict clearly, concisely and graphically, the interdependence of stockholder, employee and customer.

"In monthly columns appearing in all our company papers, I discuss some phase of free enterprise or some event or propaganda which has been directed against the continuance of the free enterprise system.

"I have discussed some of the component parts of the free enterprise system. One column was devoted to a discussion of the profit system. It pointed out the necessity for reasonable profits and also the possibility of a company suffering losses. I discussed in another column who is a capitalist, touching on the theme that anyone who invests even a small sum of money to earn a return is a capitalist. Another topic I talked about was the necessity for production, that the yardstick of our wealth is what we make, not how much time we put in on a job!"

\* \* \*

"Our experience has been rather mixed. Like many other companies, we felt that there was a job to be done and that the employees' best interest rested with the free enterprise system. But we also definitely believed that any effort by the company to promote such a belief, unless handled with extreme delicacy and care, would result in a response exactly contrary to that which was intended. We were convinced that such a proposal could be pushed too far, in which case it would have the effect of creating antagonism rather than sympathy.

"In setting out to provide some information on basic economics we spent a considerable sum in developing a film on elementary economics, using the animated cartoon technique. Unfortunately, although the film has been completed, we have never been convinced that it was wise to use it with employees unless the preparation for the presentation was extremely careful. It could, therefore, hardly be said that we have a program, although there has been a conscious effort by our employee magazine editors, and all others concerned with employee publications, to promote the general idea of free enterprise. Some of our executives have been making speeches on this or related subjects. Where we thought that their remarks were applicable, they have been reproduced in company publications. When reprinted in pamphlet forms, they have been given more or less general distribution to employees."

\* \* \*

"We believe it is very important—at this time, more important than ever—to put over the message of the econom-

ics of our business to our employees. We are inclined to feel that if each individual company does this job it will do more than anything else to sell our free enterprise system.

"We are, through our management group, which consists of everyone in a supervisory position down to the foreman, discussing fundamental economics with the idea that this is perhaps the best way to get the information on down to the rank and file.

"We have only been at this less than a year, but so far we are convinced that what we have done is productive of good results and that as time goes on it should produce even more benefits."

\* \* \*

"We feel that American industry has a responsibility to acquaint its employees with the benefits of the free enterprise system, and how this system has in the past and can in the future operate to the advantage of the employee, employer and the public.

"Our efforts have been largely confined to reaching our employees through such mediums as our company's employee publication and through supplying material for inclusion in local plant publications. In addition, during the past year we established a *Supervisory News Letter* to provide information and facts for the members of our supervisory organization.

"While we feel that our efforts have been in the right direction, we do not feel that we have more than scratched the surface. We are giving this matter considerable thought and study and hope to develop a more aggressive program during the next few months. In general, it is our feeling that we cannot accomplish a great deal unless our lower levels of supervision are acquainted with the advantages of the free enterprise system to a point where they can discuss the subject intelligently with the members of their groups.

"We have not discussed free enterprise as such with our employees and have, therefore, not defined it."

\* \* \*

"We have approached this problem very cautiously and are concerned with teaching our supervisory staff the fundamentals of economics before we attempt very much with our employees. In any event, we probably would not use the term free enterprise.

"We have taken certain preliminary steps such as an extremely simplified report to our employees which was published as an issue of our house organ.

"Our approach in teaching basic economics is from the standpoint of an employee starting a business of his own and then recounting the various problems that would arise."

\* \* \*

"We are one of the many companies which is sincerely interested in presenting factual data to our employees which will permit a better insight into the many advantages of a free enterprise system. We believe that the advantages of a free competitive economy must be constantly kept before our employees through honest, truthful discussion. Such a procedure should stem from the need for a common understanding which will improve citizenship as well as employer-employee relations.

"Each issue of our employees' magazine contains one or more articles designed to furnish information which will



help our employees to realize how they benefit under free enterprise. Our other publications also include similar pertinent information as do personal letters from our chairman of the board.

"The measurement of results is particularly difficult though we have had frequent expressions of approval. Absence of adverse comment is also encouraging. We do not feel that the lack of measurable results should interfere with the continuance of our effort. It is an essential obligation of American industry.

"We have refrained from any hard and fast definition of free enterprise. Sometimes such definitions draw objections to a detail even when general agreement exists. It appears that a conception of free enterprise that embraces all the privileges and obligations of individual equality and initiative is a more important goal."

\* \* \*

"The company believes that employees should be educated in the economic implications of a free enterprise system.

"As yet, the company has done very little about carrying on such programs, with the possible exception of sending annual statements to the employees with appropriate interpretations. We have also printed analyses of our annual statements in newspapers in localities in which we have plants or other operations. We are just beginning to set up an appropriate training and development program for the lower levels of management. It is quite necessary to open up lines of communications with our employees through their supervisors, even though we realize that this may take more time than the usual program of bombarding all levels of organization with written material."

S. AVERY RAUBE  
*Management Research Division*

## Personnel Briefs

### Deductions for Welfare Fund

A newly established fund maintained through contributions of one hour's pay deducted each pay period for eight periods is the plan Elgin National Watch Company employees have adopted for the support of community welfare activities. The first deductions for the Elgin Watch Employees' civic welfare fund were made in the middle of October for those on both factory and salary payrolls. Some members of the fund paid their full eight-hour contributions in cash.

The purpose of the fund as established in the declaration of trust is to provide an agency to receive voluntary contributions from employees of the watch company's factories in Elgin, and "to disburse the money so received, except for such sums as may be necessary to cover the costs of administration, to and for exclusively charitable and/or welfare organiza-

tions, uses and purposes, at such times and in such amounts as may be determined by the governing board."

The governing board includes eleven trustees, seven of whom are employees representing various groups within the company. The employee trustees for the coming year are the president of the Elgin Watch Workers' Union, the secretary of the union, a representative of the assembling department, the president of the machinists' union, the president of the job-masters association, the manager of the cost department, and the secretary and treasurer of the company. These seven employee-trustees elect four citizens of Elgin as other members of the governing board. Two clergymen, a civic official and a vice president of a local bank are serving currently on the governing board.

The fund has four officers—chairman, vice chairman, treasurer and secretary. Only employees of the company may be officers. The secretary of the fund is not a member of the governing board and is not entitled to vote.

Membership in the fund automatically makes the employee member a contributor to all agencies supported by the fund and enables him to support worthy causes without outside solicitation. G. B. S.

### How To Avoid Christmas Presents

In some concerns gifts sent to employees at the Christmas season, particularly by those from whom the company has purchased supplies during the year, present an embarrassing dilemma. The gifts can hardly be returned without causing ill feeling, yet the recipients would much rather they had not been sent.

A very few companies have incorporated statements of policy regarding this in their employee handbooks, to the effect that it is against the company policy for employees to receive Christmas gifts from suppliers. With the policy in written form, it is found easier to return such gifts as are received.

Other companies attack the problem before it arises. That is, some time before the Christmas season they send courteous and cordial notes to the entire list of concerns from which they have purchased supplies during the year, asking that no gifts be sent to employees. Thus the text of a card mailed in the middle of November by a public utility company reads:

"The Purchasing Department of the XYZ Power Company requests that no remembrances be sent to its employees at Christmas time. It appreciates the spirit which prompts the sending of gifts, but feels that the practice is unsound because its only effect is to increase the overhead cost of doing business. Employees have been instructed to return any gifts which may be sent to them."

G. B. S.



## Salesmen Combat Pessimism

**S**ALESMEN normally expect to meet resistance and objections in their day-to-day contacts with customers and prospects. But when the objection is rooted in apprehension on the part of the prospective buyer that bad times lie ahead or in his pessimistic view regarding the future business outlook in general and his future welfare in particular, the salesman's job becomes more difficult.

The prospect's extreme cautiousness and anxiety during periods of uncertainty is often based on rumors and reports of economic phenomena of which he has only limited understanding. The chances are that these phenomena may also be equally misunderstood by the salesman. When the salesman finds himself grappling in the dark with such an unfamiliar opponent the result is usually a sharp decline in his sales volume.

The present status of world affairs is likely to bewilder the average citizen. His feelings toward national and even local affairs cannot escape the influence of his fears.

When the management of Botany Worsted Mills learned that its salesmen were running into objections based on pessimism, uncertainty and fear, a letter was written to all salesmen in the company by Charles F. H. Johnson, Jr., vice president and general manager. Declaring that "we believe the country has never been sounder and that prosperity has never been more general or so evenly distributed," the letter presented statistics relating to employment, wages, gross national product, agricultural production and demand, and spending money in the hands of the public. These data were preceded by the statement: "We do think that a few facts will give you a clear viewpoint of what the future has in store for the country, our own business, and your earning power. All of them point to a continued high level of business and general prosperity."

Specifically, the figures indicate that national employment was at an all-time peak exceeding even the war peak of 1945. Average weekly wages were also at an all-time peak. Savings of individuals were only slightly under the wartime high. Business for 1947 might exceed the nation's best wartime year; dollar volume of retail sales, for the first quarter of 1947, was almost 10% above the level of 1946. In the wool textile industry, brand name merchandise was in record demand.

Arming salesmen with such economic data can help them to overcome their own unwarranted fears as well as those in the minds of their immediate cus-

tomers. Mr. Johnson may have had that in mind when he stated in his letter that "... the predictions of self-styled economists, of government functionaries, and of politically-inclined individuals and groups are depressing the morale of selling staffs. Many merchants discuss gloomily the latest polls on our economic future and the probability of price declines instead of placing orders for needed merchandise. A confusing part of the whole situation is that our most imposing authorities on economics contradict themselves week by week in succeeding predictions and they contradict one another constantly. . . . We don't want our selling staff to join the ranks of chart makers and economists. . . . We believe the country has never been sounder and that prosperity has never been more general or so evenly distributed.

"Therefore," concludes Mr. Johnson, "I hope Botany salesmen will disregard the fantastic suggestions that this country can talk itself into a depression in the midst of unexampled prosperity."

ELMER W. EARL  
*Management Research Division*

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## Plan Industrial Mobilization

In an effort to foster interest in the complex problems of economic mobilization incident to a future emergency, the Industrial College of the Armed Forces, Washington, D. C., has recently announced plans to conduct in 1948 a series of two-week training courses for reserve officers, educators, and industrial executives. Classes will be conducted in selected areas where there is a heavy concentration of industry.

Industrial executives who may be expected to fill key positions in the next ten or fifteen years will be made familiar with the fundamental problems of procurement planning, economic warfare, and industrial mobilization. The Army and Navy Munitions Board has been invited to participate in instruction concerned with the industrial mobilization plan.

The courses will be devoted only to the most significant aspects of national mobilization. The instruction given, it is hoped, will further stimulate the independent thinking of industrial leaders in regard to this problem. Classes are scheduled for New Orleans from January 12-23; Birmingham from February 9-20; San Francisco from March 15-26; New York from April 12-23; Pittsburgh from May 10-21; and Chicago from June 7-18.

Beginning next September, it is planned to conduct the courses over a ten-month period. Plans include the larger industrial areas each year and the smaller centers every two or three years. J. J. S.



## Employees' Reaction to Annual Report

**I**F WE prepare a special report to employees on our financial operations, will it be read? Will the employees understand it? Will they be interested in it? Is the endeavor worth while?"

The management of McKesson & Robbins, wholesale drug and liquor distributors, sought answers to these questions through a questionnaire sent to employees at their homes, following distribution of the first annual report of company operations issued by the company to employees.<sup>1</sup> The report had been mailed to the employees' homes, and each company division had held a meeting with its supervisory employees and, where labor contracts were in effect, with local union officers for a full discussion of the report.

The following questions were asked:

Did you receive the report? Yes.... No....

Did you read it? Yes.... No.... Parts of it....

What did you do with it? Kept it .... Showed it to family .... Threw it away ....

Did you find it interesting and informative? Yes.... No .... To some extent ....

Did the part about financial operations interest you? Yes .... No.... Was it easy to understand? .... Hard to understand? ....

Would you like to receive similar reports in the future? Yes.... No.... Don't care....

Those who had further comments or criticisms or who wished to ask any questions were urged to supplement their answers. It was made clear that the questionnaire need not be signed unless the employee wished to do so.

Forty-five per cent of the 8,450 employees to whom the questionnaire was sent responded, and of the replies about 98% were signed. Comments were included on 839 replies—741 of them generally favorable, 98 unfavorable in varying degrees.

Nearly 81% of those who replied said that they had read the annual report. More than 69% reported that they had kept the booklet, and 27% had shown it to friends. Less than 4% had thrown it away.

Approximately 80% said that they had found the report interesting and informative, and 88% were interested in the part about financial operations. About 59% said that they found the explanation of financial operations easy to understand. Most of the others failed to check whether the details were easy

<sup>1</sup>The "Report to Employees—1946" was developed under the supervision of the vice president in charge of personnel with the collaboration of the public relations and advertising departments. The financial data were prepared by the treasurer's department and the office of the comptroller.

or hard to understand, leading to the possible inference that they were difficult but that the employee did not wish to admit it. More than 88% indicated that they would like to receive reports in the future.

Charts, drawings and photographs were used to illustrate features of the special employees' report. In addition to a simplified income statement and a balance sheet ("What We Own" and "What We Owe and Are Worth"), the report describes features of particular interest to employees. Facts about employment are provided and an article on employees' service records. Other topics included in the report are the employees' retirement plan, coverage of insurance protection, how job evaluation studies have expanded, and promotions made during the year. The progress of the various divisions of the company is described, and a map is presented showing the nationwide distribution of McKesson stockholders.

The greater part of the very small percentage of employee comments classified as negative were devoted to the company's profit in relation to wages. The majority of such critics suggested bonuses and plans for profit sharing.

Most of the comments on the returned questionnaires were to the effect that issuance of the report was appreciated as evidence of management's willingness to share with employees information about the company not generally known to them and that it tended to make employees feel more a part of the company. The comments disclosed a desire for more extensive information concerning local division operations. There were also many requests for more detailed information on group insurance, the company's retirement plan and its program of job training. On the whole, management feels that the employee comments will be of considerable value in developing future reports.

GENEVA SEYBOLD

*Management Research Division*

## Launches Quality Campaign

Recognizing the importance of attractive packaging to both retailers and consumers, the Bemis Bro. Bag Company has launched a campaign in its several plants for higher quality printing on its bags. Meetings attended principally by superintendents, foremen, pressmen, and engravers have been held to get the program under way. Each participant in the campaign is urged to contribute suggestions to improve quality and workmanship. A contest has been started, giving recognition to the "Job of the Week" and the "Job of the Month." The winning jobs are displayed in the cafeterias and written up in the house organ. The company believes that the campaign has already paid dividends.



# Paid Sick Leaves for Salaried Employees<sup>1</sup>

IT HAS long been the custom to continue salaries of office employees when they are ill. Very often, the employer decides each case on its merit. The larger companies, however, seem to feel it is more desirable to formulate a definite policy governing paid sick leaves, rather than to permit each department head to decide how long the clerical employee shall receive his salary while ill.

By adopting a formal policy, the possibility of favoritism or discrimination may be eliminated. Some companies, however, hesitate to announce a policy for fear that some employees will be absent for the maximum annual time allowed even though they may not be ill.

In the spring of 1947, THE CONFERENCE BOARD received information from 466 companies on their salaried employees' sick-leave policies. Of this number, 239, or 51.3%, have a definitely formulated policy, while 227, or 48.7%, do not. (See Table 1.) There are more formal paid sick-leave plans among companies with a thousand or more employees than among the smaller companies.

Companies with formal plans are almost evenly divided between those which extend eligibility to all salaried workers as soon as they are employed (44.8%) and those which require individuals to be employed for a specified period before they are paid while ill (55.2%). Table 2 shows that the minimum service requirement varies from one week to five years. The largest number of companies requires a service record of one year before the employee is eligible for sick pay.

## SICK-LEAVE SCHEDULES

Paid sick-leave plans are divided into two general types. Under the one, the uniform type, all employees who fulfil the minimum service requirements are entitled to the same number of days or weeks of pay. This method is in use in approximately one fourth

<sup>1</sup>An article on paid sick leaves for wage earners appeared in the October issue of *The Management Record*.

**Table 1: Companies with Formal Paid Sick Leaves for Salaried Employees**

Size of Establishment by No. of Employees	Have Formal Plan		Do Not Have Formal Plan	
	No.	%	No.	%
Under 250.....	45	40.5	66	59.5
250 to 999.....	56	37.6	93	62.4
1,000 to 4,999.....	112	66.7	56	33.3
5,000 and over.....	26	68.4	12	31.6
Total.....	239	51.3	227	48.7

**Table 2: Minimum Service Requirements for Paid Sick-Leave Eligibility**

Minimum Service Requirements	Total Companies		Size of Establishment by No. of Employees			
	No.	%	Under 250	250 to 999	1,000 to 4,999	5,000 and over
No minimum.....	107	44.8	25	33	43	6
1 week.....	2	0.8	..	..	2	..
1 month.....	19	7.9	2	1	11	5a
2 months.....	5	2.1	..	1	4	..
3 months.....	13	5.4	..	2	10	1
6 months.....	24	10.1	2	5	14	3
10 months.....	1	0.4	..	..	1	..
1 year.....	61	25.6	15	13	25b	8
2 years.....	6	2.5	1	..	2	3
5 years.....	1	0.4	..	1	..	..
Total.....	132	55.2	20	23	69	20
Grand Total.....	239	100.0	45	56	112	26

aIn one company, a one-month minimum for nonexempt employees.

bIn one company, one year for bargaining unit employees only.

**Table 3: Types of Paid Sick Leave**

Plan	Size of Establishment by No. of Employees					
	Total		Under 250	250 to 999	1,000 to 4,999	5,000 and over
	No.	%				
Uniform.....	78	32.6	25	21	29	3
Graduated.....	161	67.4	20	35	83	23
Total.....	239	100.0	45	56	112	26

**Table 4: Uniform Sick Leave Paid to Salaried Employees**

Payment	Size of Establishment by No. of Employees					
	Total Companies		Under 250	250 to 999	1,000 to 4,999	5,000 and over
	No.	%				
1 week, less than 2 weeks.....	9	11.5	5	3a	1	..
2 weeks, less than 3 weeks.....	13	16.7	4a	6a	3	..
3 weeks, less than 4 weeks.....	1	1.3	..	..	1	..
1 month, less than 2 months.....	7	9.0	2	2	3a	..
2 months.....	1	1.3	..	..	1	..
3 months.....	10	12.8	2	2b	5	1
6 months.....	1	1.3	..	..	1	..
Various plans.....	13	16.7	..	6c	6d	1e
No maximum limitations.....	23	29.4	12	2	8	1
Total.....	78	100.0	25	21	29	3

aIn one company longer periods granted after special consideration.

bIn one company at half pay.

cIn one company each:  $\frac{1}{2}$  time based on forty-hour week; paid for all remaining pay period plus succeeding full pay period; 6 weeks pay (in case state compensation cares for injury, such pay is 90% of regular salary); 30 days a year at half pay for all employees, full pay for exempt, supervisory and executive employees; 4 weeks full pay, 4 weeks half pay, 4 weeks  $\frac{1}{4}$  pay; receive difference between insurance and regular salary.

dIn one company each: half salary up to \$40 maximum; 2 weeks full, 2 weeks half pay; 4 weeks full, two thirds salary through twelfth week, longer if management approves; 3 days for each illness, 4 weeks maximum for each illness for semimonthly employees; 13 weeks at three quarter pay; full salary, reviewed after one month, may be reduced to half pay; paid difference between salary and mutual benefit association payment for 30 days.

eIn one company, limited to \$10 a week.



**Table 5A: Minimum Sick Leave Given Under Graduated Plans**

Minimum Leave	Total Companies		Size of Establishment by No. of Employees			
	No.	%	Under 250	250 to 999	1,000 to 4,999	5,000 and over
1/2 day.....	1	0.6	..	..	1	..
1 day.....	25	15.5	4	4	14	3a
1 1/4 day.....	1	0.6	..	..	1	..
1 1/2 day.....	1	0.6	..	..	1	..
2 days.....	4	2.5	1	..	3	..
3 days.....	6	3.7	2	1	2	1
1 week or 1/4 month.....	49	30.4	6	11	27b	5b
10 days.....	4	2.5	..	..	3	1
2 weeks or 1/2 month.....	27	16.8	4	8	12	3
15 days.....	2	1.2	..	..	1	1
20 days.....	1	0.6	..	1	..	..
3 weeks.....	1	0.6	..	..	1	..
4 weeks.....	8	5.0	..	1	5	2
4 weeks full and 2 weeks half pay.....	3	1.9	1	..	2	..
4 weeks full and 4 weeks half pay.....	3	1.9	1	1	1	..
1 week full and 1 week half pay.....	3	1.9	..	..	2	1
4 weeks full and 9 weeks half pay.....	4	2.5	..	..	2	2
Various plans.....	12	7.5	..	6c	3d	3e
Not specified.....	6	3.7	1	2	3	..
Total.....	161	100.0	20	35	83	23

aIn one company exempt employees get two weeks.

bIn one company difference between regular salary and insurance benefits paid.

cIn one company each: 1 week half pay; 1 week full, 2 weeks 60% pay; 1 week two thirds pay; 2 weeks one third pay; 2 weeks full, 13 weeks two thirds pay; half month half pay; half month full, half month two thirds, 1 month one third pay.

dIn one company each: 1 week full, 3 weeks three quarters pay; 2-4 weeks full, 2-4 weeks half pay depending on salary; 4 weeks full, 4 weeks one third pay.

eOne company each: 4 days full, 8 days half pay; 2 weeks full, 2 months 35% pay; 2 weeks full and 4 weeks half pay.

of the companies. The other type, the graduated benefit, is one under which the employees' amount of sick leave increases in some specified ratio to his length of service. Approximately three fourths of the companies surveyed use this method. The smaller establishments tend toward uniform benefit sick-leave provisions, while most of the larger companies graduate the benefits on the basis of length of service (see Table 3).

### Uniform Plans

In the seventy-eight uniform plans, the amount of sick leave to which employees are entitled ranges from one week to the entire period of illness. Table 4 shows the wide variations in these plans.

### Graduated Plans

The schedules of benefits under the 161 graduated plans are so different that they defy analysis except in the broadest terms. The minimum and maximum amounts provided under these plans are given in Tables 5A and 5B. There is greater uniformity in the minimum sick leave allowed than in the case of the maximum leave. The largest single group provides a minimum paid sick leave of one week, which is followed in order of frequency by two weeks and one day.

The plans vary widely in their liberality, as is illustrated by the following examples:

Company No.	Length of Service	Amount of Sick Leave	
		Full Pay	Half Pay
1	1-5 years.....	4 weeks	4 weeks
	5-10 years.....	9 weeks	9 weeks
	10-20 years.....	13 weeks	13 weeks
	20-25 years.....	19 weeks	19 weeks
	25 years and over.....	26 weeks	26 weeks
2	1 year.....	6 days	..
	2 years.....	9 days	..
	3 years.....	12 days	..
	4 years.....	15 days	..
	5 years.....	18 days	..
3	6 months to 1 year.....	3 days	..
	1-5 years.....	1 week	..
	5 years and over.....	2 weeks	..

**Table 5B: Maximum Sick Leave Under Graduated Plans**

Maximum Leave	Total Companies		Size of Establishment by No. of Employees			
	No.	%	Under 250	250 to 999	1,000 to 4,999	5,000 and over
1 week.....	2	1.2	..	1	1	..
10 days.....	7	4.3	3	1	3	..
2 weeks.....	23	14.5	6	6a	10a	1a
15 days.....	4	2.5	2	1	1	..
Over 15 days, under 4 weeks..	6	3.7	..	3	3	..
4 weeks or 30 days.....	11	6.8	3	4b	2a	2
5 weeks.....	1	0.6	..	..	1	..
6 weeks.....	3	1.9	..	..	3a	..
7 under 8 weeks.....	3	1.9	1c	1	1	..
8 weeks or 2 months.....	6	3.7	2	..	2a	2
10 weeks.....	2	1.2	..	..	2a	..
12 weeks.....	4	2.5	1	2	1	..
13 weeks or 3 months.....	7	4.3	..	2	3c	2
Over 13 under 26 weeks.....	4	2.5	..	..	3	1
26 weeks.....	5	3.1	..	..	3	2
52 weeks.....	3	1.9	..	..	2	1
4 weeks full, 6 weeks half pay..	2	1.2	..	1	1	..
12 weeks full, 40 weeks half pay.	6	3.7	1	2	3	..
6 months full, 6 months half pay.....	2	1.2	..	1	1	..
3 months full, 3 months half pay.....	2	1.2	..	..	2	..
Various plans.....	40	25.0	1d	7e	21f	11g
No maximum.....	16	9.9	..	2	13	1
Not specified.....	2	1.2	..	1	1	..
Total.....	161	100.0	20	35	83	23

aIn one company, additional time granted on special consideration.

bIn three companies, additional time granted on special consideration.

cIn one company, difference between salary and insurance benefits paid.

dIn one company, 4 months full, 8 months half pay.

eIn one company each: half month full, 4.5 months half pay; 3 weeks full, 60 weeks five sixths pay; 520 hours, basic pay, 520 hours half basic pay; 15 weeks full, 16 weeks two thirds pay; 21 weeks one third pay; 26 weeks full, 26 weeks half pay; 6 months full, 6 months two thirds pay; 1 week full, 52 weeks two thirds pay.

fIn one company each: nonexempt employees, 14 days' pay including vacation, exempt employees full compensation for reasonable time; 1 week full, 4 weeks half pay; 1 week gross pay, 3 weeks base pay, 6 weeks half base pay; 102 1/2 days pay; 2 weeks' pay for nonexempt, individual basis for exempt; 2 weeks full, 2 weeks half pay; 1 month for office employees, 4 weeks full, 2 weeks half pay for field employees; 1 month full, 1 month four fifths pay, 1 month half pay; 1 month full, 1 month half pay; 6 months full, 6 months half pay; 50 days full, 50.5 days half pay; 7-9 weeks full, 7-9 weeks half pay, depending on salary; 8 weeks full, 24 weeks one third pay; 63 days full, 231 days half pay; 11 weeks full, 39 weeks half pay (semimonthly employees) 2 weeks full (weekly employees); 13 weeks full, 13 weeks half pay; 13 weeks full, 39 weeks half pay; 15 weeks, on special consideration to maximum of 2 years; 45 days full, 90 days two thirds pay; 2 months full, 5 months half pay; 30 weeks full, 15 weeks half pay, more on special consideration; 4 months full, 4 months half pay; 1 year full, 1 year half pay.

gIn one company each: 25 days if eligible for mutual benefit association, 50 days if not eligible; 4 weeks (nonexempt employees), 6 weeks (exempt employees); 30 days full, 56 days half pay; 32 days full, 64 days half pay; 6 weeks less mutual benefit association benefit, or 6 months full, 6 months two thirds pay less workmen's compensation; 12 weeks full and 24 weeks half pay; 13 weeks full, 39 weeks half pay; 15 weeks full, 15 weeks half pay.



4	1 year, under 5.....	2 weeks	....
	5 years, under 10.....	4 weeks	....
	10 years and over.....	12 weeks	....
5	Under 6 months.....	1 week	....
	6 months, under 1 year.....	2 weeks	....
	1 year, under 2 years.....	1 week	2 weeks
	2 years to 5 years.....	2 weeks	4 weeks
	Over 5 years.....	4 weeks	6 weeks
6	1 year under 5 years.....	2 weeks	....
	5 years to 10 years.....	3 weeks	....
	Over 10 years.....	4 weeks	....
7	6 months.....	1 week	....
	1 year.....	2 weeks	....

#### WAITING PERIOD

The universal practice under insured plans is to require employees to be absent from three days to a week before they are entitled to receive disability benefits. This waiting period is rarely found under company-paid sick-leave provisions. Fully 90% of

the plans analyzed provide for the payment of employees from the first day of illness. Of these twenty-four companies, the majority require a waiting period of a week. Seven have a waiting period of three days, and two companies, a waiting period of two weeks.

#### ACCUMULATED LEAVE

The practice of permitting employees to accumulate unused sick leave from year to year is infrequently found, as only twenty-six out of the 239 companies permitted it. The amount which could be accumulated was different in each case, and ranged from five days to twelve weeks.

Only two out of 239 companies reported that they paid their employees in cash for the unused portions of sick leaves at the end of the year.

F. BEATRICE BROWER

*Management Research Division*

## Prevalence of Christmas Bonuses

**A**PPROXIMATELY a third of the manufacturing establishments and two fifths of the nonmanufacturing organizations studied by the United States Bureau of Labor Statistics in 1945 and 1946 were paying their plant workers Christmas bonuses, according to a recent announcement. Larger percentages were giving them to office workers—nearly two fifths in the case of manufacturing establishments and nearly a half of the nonmanufacturing employers.

Christmas bonuses were found to be by far the most common type of nonproduction bonus paid. They were given by more than four fifths of all the manufacturing and nonmanufacturing establishments that provided bonuses. Profit-sharing bonuses ranked second in frequency. In some establishments more than one type of bonus was paid.

#### IT'S UP TO MANAGEMENT

On an annual basis, few instances were found in which nonproduction bonuses raised hourly pay by as much as one cent for plant workers and two cents for office workers. Such payments appeared to be associated with particular industries rather than with geographic location.

In releasing these figures, the Bureau of Labor Statistics emphasizes that nonproduction bonuses are not related to the output of individuals or groups of workers and should not be confused with the use of incentive methods of pay. The bonuses are not paid frequently enough, nor are they sufficiently regular in amount, to be associated with hourly rates of pay.

The decisions as to whether a bonus will be paid and how large it will be are generally subject to the discretion of management alone.

In most cases the nonproduction bonuses studied applied to all workers rather than to specific categories

#### Payment of Christmas Bonuses, 1945-1946

Source: Bureau of Labor Statistics

Type of Industry	Plant Workers		Office Workers	
	No. of Establishments	% Paying Christmas Bonuses	No. of Establishments	% Paying Christmas Bonuses
<i>Manufacturing Establishments</i>				
Apparel.....	2,261	20	1,470	29
Chemicals.....	999	37	946	38
Metal working.....	6,647	39	6,002	43
Textiles.....	1,448	30	1,251	34
All manufacturing <sup>1</sup> .....	15,636	33	13,080	38
<i>Nonmanufacturing Establishments</i>				
Automobile repair shops.....	1,399	26	b	b
Clothing stores.....	759	55	597	54
Department stores.....	355	48	341	47
Electric light and power.....	130	22	125	23
Limited price and variety stores.....	1,441	74	1,075	78
Power laundries.....	1,621	21	1,220	25
Warehousing.....	724	34	674	38
Total, nonmanufacturing....	6,429	41	4,032	47

<sup>1</sup>Includes other manufacturing industries not shown separately.

aOffice workers were not covered in the study of automobile repair shops

ies of employees, but generally workers did not share equally in the amounts distributed. Bonuses usually varied with length of service, the total amount earned annually, number of weeks worked in the year or other factors. G. B. S.



## We're Having a Christmas Party

**C**OMPANY Christmas parties are here again. In some plants and offices they were never discontinued. Through the pressure of the war years, heavy working schedules allowed little time for planning festivities, refreshments were rationed and toys largely unobtainable, but nevertheless in many concerns that had been in the habit of inviting children to their parties, Santa Claus appeared on schedule.

As for the rest—last year with more than a year's breathing space since the end of hostilities, many a company that had lost contact with the North Pole picked up the telephone and got things going. The Christmas party was resumed as a tried and true means for promoting good fellowship among workers and for bringing families within the friendly company circle.

### FAMILIES INVITED

In a survey of personnel practices made last summer, THE CONFERENCE BOARD asked about Christmas parties. Forty per cent of 474 companies reported that it was now their practice to give a Christmas party for all salaried workers, paid for by the company, and an additional 10% noted that they had parties for separate departments rather than having a big company party.

Among wage earners, the percentages were smaller, but still considerable. In 28% of 360 companies who reported on their yuletide practice, there are Christmas parties for all wage earners, paid for by the company, while 7% more have separate departmental festivities.

Wives and husbands are invited to half of the parties given for wage earners, and children are asked to 28% of them. Three per cent of the companies have separate parties for children. Fewer of the office parties are family affairs. In 28% of the parties given for salaried employees, wives and husbands are invited, and 16% of the parties include children. Another 5% have separate parties for children.

To some extent these figures are overlapping. That is, two distinct sets of companies contributed data on practices. Practices of one group relate to their wage earners and those of the other group apply to salaried employees. But most of the companies in both groups employ both wage earners and salaried employees, and when it comes to Christmas parties, especially where office and factory employees are at a single location, the practice applying to one category of employees may apply to the other. Unless

there are separate departmental or divisional parties, in many organizations everyone attends the same party, from the president down.

Last year, Christmas fell in the middle of the week, on Wednesday. Some company parties were held as early as Friday, the thirteenth, probably because they were at hotels, and reservations are difficult to obtain in the holiday season. More of the festivities—the dinners and dances held in hotels, club houses and other public gathering places—were arranged for evenings of the week end immediately preceding Christmas.

Many of the informal parties planned by individual departments, such as those which are held in the working area with a caterer perhaps sending in refreshments, were held the day before Christmas, although even in such instances some preferred the Friday before the holiday, either the lunch hour or just before quitting time.

### FOR ADULTS ONLY

The type of party given for adults varies from the informal small luncheon to a formal dance in the largest ballroom in the city. Door prizes, such as turkeys or baskets of fruit, are frequently given and vaudeville acts put on for entertainment. The company orchestra, band, quartet or glee club, the employee who can sing a solo or play an accordion, the file clerk who can pull a downy chicken from an unsuspecting guest's pocket—all have an appreciative audience. Decoration, eats and entertainment are, as ever, chief ingredients of the successful Christmas party.

Sometimes the company's Christmas party is used as an occasion for announcing good news affecting employees. Last Christmas season, for instance, after a program of music and magic, employees of the Mine Safety Appliance Company of Pittsburgh, Pennsylvania, were told at their party of a wage dividend that had just been passed by the board of directors. At the Standard Register Company's party in Dayton, Ohio, a Christmas bonus was announced, and the executive vice president of the company awarded watches to 25-year service employees.

The latter party, held in neighbor National Cash Register Company's huge auditorium, was planned for employees' families as well as for Standard Register workers. An entertainment agency put on a stage show, and Santa with his helpers gave the children presents, candy and popcorn balls.



While Santa Claus appears at many a company party for adults only, Christmas is so generally recognized as a children's holiday that many companies design their Christmas parties especially for employees' children, with mothers and fathers permitted to tag along. In some companies the employee entitled to attend the children's Christmas party need not be a parent. The Eastman Kodak Company, for example, in addition to mothers and dads, invites uncles and aunts, elder brothers and sisters—all employees who wish to accompany small relatives.

#### LIMITED TO CHILDREN

Admission to the Carrier Corporation's Christmas party for children last year in Syracuse, New York, was by ticket and limited to children from two to twelve years inclusive, with one adult per family. More than 2,000 children streamed through the doors of a local motion picture theater, where the party was held, Saturday morning, December 14.

The program opened before nine o'clock, with community singing. An orchestra provided accompaniment for Christmas carols sung by a church boys' choir, and children in drama classes sponsored by the municipal recreation department staged the nativity scene in pantomime. Carrier's president talked briefly, after which a magician mystified the children and a juggler accompanied his feats with humorous patter. In the midst of singing by the Memory Lane Boys, Santa Claus arrived in a great hullabaloo, preceded by clowns tooting horns. Santa took part in the act on the stage, singing to his own piano accompaniment. After this, the house lights dimmed and four reels of popular cartoons were shown. As the partially quieted youngsters left the theater, each was handed a gift—a well-filled stocking for the smallest children, games for the older boys and girls.

The plan of giving the youngsters their gifts when leaving the Christmas party was tried out for the first time by the Goodyear Tire & Rubber Company in Akron last year and contributed an improvement on previous parties, according to company representatives.

Goodyear holds its children's party each year in the huge Goodyear gymnasium. Each year, it seems, the doors have to be opened earlier to accommodate the crowds. Last year, when the party was on the Tuesday before Christmas, many children with fathers and mothers were waiting to enter at six a.m., and it was estimated that more than 20,000 Goodyear girls and boys swarmed through the gymnasium during the day. The Goodyear band played most of the time and a marionette show proved a big attraction. A tremendous panda and a forty-foot candy cane, inflated balloons made by the company for the Macy parade in New York City on Thanksgiving Day were

on display. Santa Claus was on hand to receive last-minute instructions about gifts for Christmas.

#### SANTA BY AIR

In California, where usually the weather can be counted on for cooperation, the Los Angeles Goodyear plant decided to have its children's Christmas party the Saturday morning before Christmas, out of doors, next to the airdock. This treated the children to the joyous sight of Santa arriving in a blimp. A large assortment of toys heaped around a glittering Christmas tree included dolls, trucks, airplanes, popguns, sewing sets and games, as well as candy. All Goodyear employees' children, twelve years of age and under, were invited to this party. Tickets of admission were passed out by department supervisors to employees with children.

Children with fathers who manufacture aircraft naturally would expect Santa to use this method of transportation rather than the old-fashioned reindeer, no matter how fleet of foot. Thus while Santa stepped from a blimp at Goodyear, at the Atlantic Division of Pan American World Airways, he taxied up to the hangar on North Beach in a plane, Saturday afternoon before Christmas.

A professional magician helped to entertain the audience here, and five small girls sang and danced. Refreshments were served in the company cafeteria. This party was planned by the PAA Athletic and Social Club for all employees' children between the ages of three and ten.

While professional help is often obtained in putting on Christmas parties for children, efforts are made, too, to have the guests, themselves, participate, usually through group singing. The employees' club of the Aluminum Company of Canada at its annual children's Christmas party last year facilitated this through distribution of a "Peter Rabbit's Song Book" filled with the words of songs and carols and illustrated with drawings of famous nursery rhymes and cartoon characters. Movies were shown during the Saturday afternoon party, and clowns and Superman helped to keep things lively.

#### GIFTS THAT FIT THE AGE

Information obtained in advance from the children's parents when applying for tickets enables Santa Claus at a company party to present gifts suited to the child's age and sex. At the Hooker Electrochemical Company at Niagara Falls, special attention is paid to this. Last Christmas, the babies less than one year of age who attended the company's Christmas party in a local high school auditorium early Thursday evening, December 19, received boxes of attractive colored plastic balls. The one- and two-year olds got pull toys. Metal trucks, western ranch outfits, mechanical toys and games, construction sets



and tea dishes were given to children a few years older. Nine- and ten-year old boys were given chemistry lab sets or games, while girls of this age were delighted with bright colored mittens. The oldest boys were pleased with scout knives and the girls with pearl necklaces or silver pins. Characters who stepped from the pages of Mother Goose provided entertainment, which was climaxed by the arrival of Santa Claus.

Delco Products Division of General Motors invites the children from two local orphans' homes to its Christmas party in Dayton, Ohio, as well as the children of its employees. Last year, approximately 8,000, including adult escorts, turned out to see the three performances of a Christmas show presented under the auspices of Delco's 25-Year Club, Saturday, December 21. A playlet, "The Birds' Christmas Carol," a xylophonist, acrobats, spectacular roller skaters and trained Australian cockatoos made up the entertainment. Santa Claus presented each youngster under twelve with a box of candy and a gift.

A fashion show displaying swim suits, sun clothes, tee shirts, sweaters and winter sports outfits made by the Jantzen Knitting Mills, in Portland, Oregon, contributed to the entertainment at that company's Christmas party given for employees, their relatives and friends last year. The program was divided into four parts: miscellaneous acts including a drum majorette act, free hand sketching, tap dances and music by a company chorus; the style show; movies, Santa, a Christmas tree and Christmas stockings for the children; and, finally, dancing for the adults.

During the evening party for Beech Aircraft Corporation employees and their families in Wichita, Kansas last Christmas season, tickets were drawn to determine three lucky families who had their pictures taken with Santa Claus. Each member of the families received a copy of the photograph free. The program early in the evening (Saturday) was designed for children; dancing for the adults came later.

Sunday afternoon, December 22, was chosen as the time for the 1946 Christmas party for children of employees of the Closure and Plastics Division of the Owens-Illinois Glass Company; the place, the ballroom of a Toledo, Ohio, hotel. While Christmas movies were being shown and a magician was performing, at intervals the children could hear Santa approaching. This was made possible by means of a special two-way hookup with Santa who could be heard calling to his reindeer as he neared Toledo, urging them on so that he might arrive to give each awaiting child a special gift.

The Peoples Gas Club, employees' association of the Peoples Gas Light and Coke Company of Chicago, maintains a long tradition of sponsoring Christmas shows for employees' children. Last year two identical performances were given in the auditorium

of the Civic Opera Building the Saturday afternoon immediately preceding Christmas, at one o'clock, and at three. The theme of the show was "Cinderella's Dream of Christmas." Each child in the audience received a package of candy from the club.

#### A CUSTOM SINCE 1911

In Crockett, California, home of the California & Hawaiian Sugar Refining Company, employees and their children participate in a traditional community party whose unbroken history extends back to 1911. All boys and girls under twelve living in Crockett and all youngsters of Crockett C and H employees of the same age living out of town are entitled to gifts at the Christmas party.

Thirty-five years of experience has taught Crockett how to put on an enjoyable Christmas party for all ages. The biggest share of excitement is planned for the children. On the morning of the party day—last year it was Saturday, December 21—youngsters of six and under were welcomed by Santa Claus in the high school auditorium with parents or with older brothers and sisters. After seeing cartoon movies, they filed past a toy counter to get a toy, a box of candy and either a popcorn ball or gingerbread man.

In the afternoon, children between the ages of six and twelve saw a performance of Dickens' "Christmas Carol" and got their presents. All children of C & H employees had been registered by their parents ahead of time at the company's personnel office and had been issued toy tickets. Adults were welcome to the afternoon performance of the play and also to the evening performance. After the play there were dances at the Grammar School Auditorium and the community club house.

Most of the company-sponsored parties which include children, it will have been noted, consist of carefully planned, fast moving entertainment presented early in the day before a seated audience, with the excitement of distribution of gifts reserved for the end. At small parties games may be played, but these are not advisable, experience has shown, when lively guests number in the hundreds and thousands.

GENEVA SEYBOLD

*Management Research Division*

#### Better Service for Passengers

Pullman car service employees—conductors, porters, attendants, bus boys—have just completed a nationwide series of conferences devoted to better service for the passengers. Many of those in attendance expressed appreciation to management for holding these conferences. Led by service inspectors, the meetings were extremely well attended, in many cases 100%. Comments and suggestions were more numerous and valuable than ever before. W. W. M.



# SIGNIFICANT LABOR STATISTICS

Source: THE CONFERENCE BOARD, unless otherwise indicated

Item	Unit	1947						Year Previous	Percentage Change		
		Sept.	Aug.	July	June	May	Apri		Latest Month over Previous Month <sup>1</sup>	Latest Month over Year Previous	
<b>Clerical salary rates</b>											
Billing machine operator.....	mode in dollars	.....	.....	.....	.....	.....	80	.....	.....	.....	
Calculating machine or Comptometer oper.	mode in dollars	.....	.....	.....	.....	.....	35	.....	.....	.....	
Office boy or girl.....	mode in dollars	.....	.....	.....	.....	.....	28	.....	.....	.....	
Stenographer.....	mode in dollars	.....	.....	.....	.....	.....	35	.....	.....	.....	
Telephone switchboard operator.....	mode in dollars	.....	.....	.....	.....	.....	42	.....	.....	.....	
Senior copy typist.....	mode in dollars	.....	.....	.....	.....	.....	36	.....	.....	.....	
<b>Consumers' Price Index</b>											
Food.....	1923=100	164.7	159.4	155.8	153.3	.....	.....	131.4	+3.3	+25.3	
Housing.....	1923=100	91.0	91.0	91.0	91.0	.....	.....	91.0	0	0	
Clothing.....	1923=100	108.3	107.6	107.2	107.2	.....	.....	99.7	+0.7	+8.6	
Men's.....	1923=100	124.4	r 124.4	124.2	124.4	.....	.....	111.4	0	+11.7	
Women's.....	1923=100	92.2	90.7	90.1	90.0	.....	.....	88.0	+1.7	+4.8	
Fuel and light.....	1923=100	106.4	106.0	102.4	101.1	.....	.....	99.9	+0.4	+6.5	
Electricity.....	1923=100	66.6	66.6	65.4	66.6	.....	.....	66.9	0	-0.4	
Gas.....	1923=100	95.0	95.0	95.0	95.2	.....	.....	94.5	0	+0.5	
Sundries.....	1923=100	129.9	r 129.5	129.1	128.0	.....	.....	120.2	+0.3	+8.1	
All items.....	1923=100	130.2	r 128.2	126.6	125.4	.....	.....	114.7	+1.6	+13.5	
Purchasing value of dollar.....	1923 dollars	.768	r .780	.790	.797	.....	.....	.872	-1.5	-11.9	
All items (BLS).....	1935-39=100	.....	160.3	153.4	157.1	156.0	156.1	144.1	+1.2	+11.2	
<b>Strikes (BLS)</b>											
Beginning in period.....	number	p 200	p 325	300	350	425	460	499	-38.5	-59.9	
Workers involved.....	thousands	p 75.0	p 120.0	500.6	475.0	200.0	600.0	356.0	-37.5	-78.9	
Total man days idle.....	thousands	p 2,000	p 2,500	4,200	3,750	5,700	7,750	4,880	-20.0	-59.0	
<b>Turnover rates in manufacturi'g (BLS)</b>											
Separations.....	per 100 employees	.....	p 5.4	r 4.6	4.7	5.4	5.2	6.6	+17.4	-18.2	
Quits.....	per 100 employees	.....	p 4.0	r 3.1	3.1	3.5	3.7	5.3	+29.0	-24.5	
Miscellaneous.....	per 100 employees	.....	p .1	.1	.1	.1	.1	.2	0	-50.0	
Discharges.....	per 100 employees	.....	p .4	.4	.4	.4	.4	.4	0	0	
Layoffs.....	per 100 employees	.....	p .9	1.0	1.1	1.4	1.0	.7	-10.0	+28.6	
Accessions.....	per 100 employees	.....	p 5.2	r 4.9	5.5	4.8	5.1	7.0	+6.1	-25.7	
<b>Wage Earners</b>											
<b>All manufacturing industries (BLS)</b>											
Earnings, hourly.....	average in dollars	.....	1.238	r 1.231	1.226	1.207	1.186	1.112	+0.6	+11.3	
weekly.....	average in dollars	.....	49.21	r 49.04	49.33	48.44	47.50	44.99	+0.3	+9.4	
Hours per production worker.....	average per week	.....	39.8	39.8	40.2	40.1	40.1	40.5	0	-1.7	
<b>Twenty-five manufacturing industries</b>											
Earnings, hourly.....	average in dollars	1.383	r 1.367	1.354	1.347	1.329	1.304	1.229	+1.2	+12.5	
weekly.....	average in dollars	55.83	r 54.29	53.61	54.25	53.65	52.79	49.14	+2.8	+13.6	
Hours per production worker.....	average per week	40.4	39.7	39.7	40.3	40.4	40.5	40.0	+1.8	+1.0	
Employment.....	1923=100	127.3	126.2	125.5	127.4	127.9	128.6	122.7	+0.9	+3.7	
Total man hours.....	1923=100	104.5	101.8	101.3	104.3	105.0	105.8	99.8	+2.7	+4.7	
Payrolls.....	1923=100	267.1	r 257.4	252.9	259.8	257.8	255.1	226.6	+3.8	+17.9	
Wage-rate increases.....	average per cent	5.9	6.9	7.4	8.7	9.1	7.2	8.0	.....	.....	
Production workers affected.....	per cent	2.9	3.9	4.8	8.6	18.5	6.8	1.8	.....	.....	
<b>Manufacture and distribution of gas</b>											
Earnings, hourly.....	average in dollars	.....	.....	.....	1.261	.....	a 1.206	1.126	+4.6	+12.0	
weekly.....	average in dollars	.....	.....	.....	53.12	.....	a 53.41	47.13	-0.5	+12.7	
Hours per wage earner.....	average per week	.....	.....	.....	41.5	.....	a 43.8	41.3	-5.3	+0.5	
<b>Generation and distribution of electricity</b>											
Earnings, hourly.....	average in dollars	.....	.....	.....	1.395	.....	a 1.316	1.277	+6.0	+9.2	
weekly.....	average in dollars	.....	.....	.....	60.94	.....	a 56.48	54.84	+7.9	+11.1	
Hours per wage earner.....	average per week	.....	.....	.....	42.7	.....	a 42.2	42.4	+1.2	+0.7	
<b>Class I railroads<sup>2</sup></b>											
Earnings, hourly.....	average in dollars	.....	.....	1.170	1.174	1.177	1.175	1.177	-0.3	-0.6	
weekly.....	average in dollars	.....	.....	57.82	58.36	57.52	58.23	59.29	-0.9	-2.5	
"Real" weekly earnings.....	1923=100	.....	.....	153.9	156.9	155.6	157.3	174.6	-1.9	-11.9	
Hours per wage earner.....	average per week	.....	.....	49.4	49.7	48.9	49.6	50.4	-0.6	-2.0	
Agricultural wage rates per month <sup>3</sup> (BAE)	average in dollars	.....	.....	103.00	.....	.....	96.20	96.40	+7.1	+6.8	
With board.....	average in dollars	.....	.....	98.70	.....	.....	91.50	92.00	+7.9	+7.3	
Without board.....	average in dollars	.....	.....	114.00	.....	.....	107.00	106.00	+6.5	+7.5	
<b>New York City metro. area, seventeen manufacturing industries</b>											
Earnings, hourly.....	average in dollars	1.401	1.389	1.378	1.384	1.367	1.343	1.252	+0.9	+11.9	
weekly.....	average in dollars	57.30	54.87	56.08	57.30	56.05	55.20	51.33	+4.4	+11.6	
Hours per production worker.....	average per week	40.9	39.5	40.7	41.4	41.0	41.1	41.0	+3.5	-0.2	

<sup>1</sup>Changes in Agricultural Wage Rates are quarterly.  
<sup>2</sup>Derived from Interstate Commerce Commission reports.

<sup>3</sup>As of first day of month.  
 aJanuary, 1947

pPreliminary

rRevised



## Consumers' Prices Still Rising

RETAIL prices of living essentials in the United States have advanced steadily since March, 1946. In September, THE CONFERENCE BOARD's consumers' price index reached 130.2 (1923=100), an increase of 1.6% over August and of 13.5% over September a year ago. An acceleration in the rate of price increase becomes apparent when comparison is made with the July-August increase (1.2%) and the June-July rise (0.9%) earlier this year.

The greatest rise (3.3%) was shown by the food component. This increase was more than twice as great as that of the other budget components combined.

Most items in the food budget advanced from mid-August prices, particularly meats, butter, eggs and lard. Scattered decreases were noted, however, in prices of vegetable lard substitutes, oleomargarine, white cabbage, and prunes. The effect on cereal prices of the federal grain-saving program was not yet evident.

### ALL ALONG THE LINE

Except for housing, which was not surveyed in September, fractional month-to-month increases occurred in each of the other major categories. The advance in clothing prices amounted to 0.7% and reflected a boost of 1.7% in the cost of women's apparel. An annual survey of women's fall and winter coats and of men's overcoats, topcoats, and winter underwear indicates general increases over last year's full-season price levels for comparable garments.

The 0.4% advance in the fuel and light component may be traced to higher bituminous coal and coke prices. No change was reported in the cost of utilities for September.

Laundry starch, gasoline, and other miscellaneous items rose slightly over the month, bringing the sundries index up 0.3%.

Every urban area surveyed in September showed over-all price increases since August. Fifty-seven, or more than 85% of the total number reporting, experienced price advances of 1.0% or more.

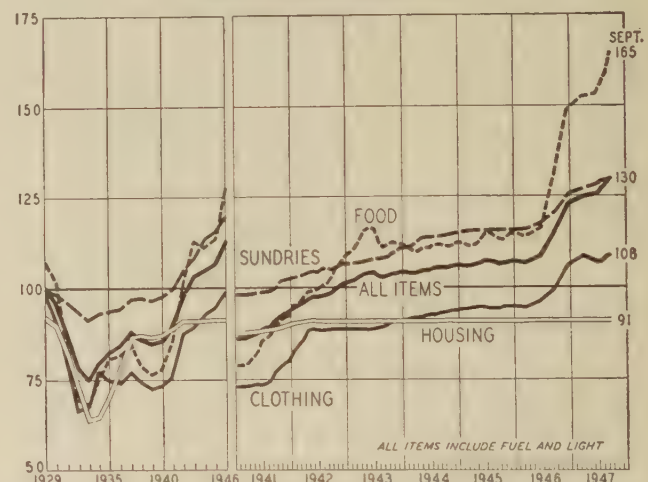
The purchasing value of the 1923 dollar fell to 76.8 cents in September, a drop of 1.2 cents from the previous month and 15.6 cents from its level in June, 1946, the last month during which price controls were operative.

FLORENCE S. GEIGER  
Statistical Division

### Consumers' Price Index

Source: THE CONFERENCE BOARD

Index Numbers: 1923=100



### CONSUMERS' PRICE INDEX FOR THE UNITED STATES, AND PURCHASING VALUE OF THE DOLLAR

Date	Weighted Average of All Items	Food	Housing <sup>1</sup>	Clothing			Fuel and Light			Sundries	Purchasing Value of Dollar
				Total	Men's	Women's	Total <sup>2</sup>	Electricity	Gas		
Index Numbers, 1923=100											
1946 September.....	114.7	131.4 <sub>a</sub>	91.0	99.7	111.4	88.0	99.9	66.9	94.5	120.2	87.2
December.....	123.2	149.3	91.0	105.8	121.0	90.5	100.3	66.9	94.5	125.9	81.2
Annual average <sup>3</sup>	113.2	127.7	91.0	99.2	110.9	87.5	98.7	66.9	94.5	119.9	88.6
1947 March.....	124.8	152.3	91.0	108.2	124.4	92.0	101.4	66.8	94.4	126.9	80.1
June.....	125.4	153.3	91.0	107.2	124.4	90.0	101.1	66.6	95.2	128.0	79.7
July.....	126.6	155.8	91.0	107.2	124.2	90.1	102.4	65.4	95.0	129.1	79.0
August.....	128.2 <sub>r</sub>	159.4 <sub>b</sub>	91.0	107.6	124.4 <sub>r</sub>	90.7	106.0	66.6	95.0	129.5 <sub>r</sub>	78.0 <sub>r</sub>
September.....	130.2	164.7	91.0	108.3	124.4	92.2	106.4	66.6	95.0	129.9	76.8

### Percentage Changes

Aug. 1947 to Sept. 1947..	+1.6	+3.3	0	+0.7	0	+1.7	+0.4	0	0	+0.3	-1.5
Sept. 1946 to Sept. 1947..	+13.5	+25.3	0	+8.6	+11.7	+4.8	+6.5	-0.4	+0.5	+8.1	-11.9

<sup>1</sup>Data on housing collected twice annually, June 15 and December 15.

<sup>2</sup>Includes fuel as well as electricity and gas.

<sup>3</sup>Average of four quarterly indexes.

<sup>a</sup>Based on food prices for September 16, 1946.

It is assumed no change has occurred since June 15.

<sup>b</sup>Based on food prices for August 13, 1947.

<sup>r</sup>Revised



# CONSUMERS' PRICE INDEXES FOR SIXTY CITIES

Source: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

CITY	Index Numbers Jan., 1939 = 100			Percentage Changes		CITY	Index Numbers Jan., 1939 = 100			Percentage Changes	
	Sept. 1947	Aug. 1947	Sept. 1946	Aug. 1947 to Sept. 1947	Sept. 1946 to Sept. 1947		Sept. 1947	Aug. 1947	Sept. 1946	Aug. 1947 to Sept. 1947	Sept. 1946 to Sept. 1947
<b>Akron</b>						<b>Chicago</b>					
Food.....	216.4	210.8 <sub>r</sub>	172.3	+2.7	+25.6	Food.....	221.9	213.8 <sub>r</sub>	170.4	+3.8	+30.2
Housing <sup>1</sup> .....	113.9	113.9	113.8	0	+0.1	Housing <sup>1</sup> .....	105.8	105.8	105.8	0	0
Clothing.....	148.2	146.6	134.6	+1.1	+10.1	Clothing.....	150.4	149.4 <sub>r</sub>	138.4	+0.7	+8.7
Fuel and light.....	138.3	137.9	120.4	+0.3	+14.9	Fuel and light.....	103.8	103.8	96.5	0	+7.6
Housefurnishings.....	131.1	130.6	123.6	+0.4	+6.1	Housefurnishings.....	145.4	142.6 <sub>r</sub>	132.3	+2.0	+9.9
Sundries.....	139.1	139.0	129.5	+0.1	+7.4	Sundries.....	137.1	137.3 <sub>r</sub>	126.5	-0.1	+8.4
Weighted Total.....	158.2	156.3	139.0	+1.2	+13.8	Weighted Total.....	157.6	154.8 <sub>r</sub>	135.9	+1.8	+16.0
<b>Atlanta</b>						<b>Cincinnati</b>					
Food.....	229.5	217.0	172.7	+5.8	+32.9	Food.....	212.4	206.0	170.3	+3.1	+24.7
Housing <sup>1</sup> .....	99.2	99.2	99.2	0	0	Housing <sup>1</sup> .....	100.9	100.9	100.9	0	0
Clothing.....	149.1	148.1 <sub>r</sub>	139.7 <sub>r</sub>	+0.7	+6.7	Clothing.....	157.3	157.8 <sub>r</sub>	147.6	-0.3	+6.6
Fuel and light.....	123.9	123.9	109.6	0	+13.0	Fuel and light.....	121.7	121.8	110.4	-0.1	+10.2
Housefurnishings.....	138.4	135.9 <sub>r</sub>	129.8	+1.8	+6.6	Housefurnishings.....	139.6	139.7	129.0	-0.1	+8.2
Sundries.....	132.6	132.5	125.1	+0.1	+6.0	Sundries.....	141.7	141.9 <sub>r</sub>	125.8	-0.1	+12.6
Weighted Total.....	157.1	153.2 <sub>r</sub>	135.8 <sub>r</sub>	+2.5	+15.7	Weighted Total.....	158.3	156.3 <sub>r</sub>	137.8	+1.3	+14.9
<b>Baltimore</b>						<b>Cleveland</b>					
Food.....	213.3	205.8	171.5	+3.6	+24.4	Food.....	210.0	204.2	163.1	+2.8	+28.8
Housing <sup>1</sup> .....	103.2	103.2	103.2	0	0	Housing <sup>1</sup> .....	109.7	109.7	109.7	0	0
Clothing.....	152.5	149.5	138.5	+2.0	+10.1	Clothing.....	157.3	157.7	141.2	-0.3	+11.4
Fuel and light.....	129.3	129.3	117.1	0	+10.4	Fuel and light.....	122.6	121.6	109.6	+0.8	+11.9
Housefurnishings.....	157.5	159.0	148.4	-0.9	+6.1	Housefurnishings.....	152.2	149.8 <sub>r</sub>	133.1	+1.6	+14.4
Sundries.....	137.6	136.9	126.2	+0.5	+9.0	Sundries.....	142.4	142.1	134.4	+0.2	+6.0
Weighted Total.....	159.5	156.5	139.5	+1.9	+14.3	Weighted Total.....	157.7	155.7	137.5	+1.3	+14.7
<b>Birmingham</b>						<b>Dallas</b>					
Food.....	222.3	214.6	182.7	+3.6	+21.7	Food.....	204.4	201.8	162.4	+1.3	+25.9
Housing <sup>1</sup> .....	105.7	105.7	105.7	0	0	Housing <sup>1</sup> .....	105.6	105.6	105.6	0	0
Clothing.....	153.0	151.8	140.2	+0.8	+9.1	Clothing.....	153.1	151.8	137.1	+0.9	+11.7
Fuel and light.....	121.3	121.3	110.9	0	+9.4	Fuel and light.....	89.1	89.1	89.1	0	0
Housefurnishings.....	150.8	151.5	127.0	-0.5	+18.7	Housefurnishings.....	146.9	146.9	135.2	0	+8.7
Sundries.....	127.7	127.2	121.0	+0.4	+5.5	Sundries.....	137.6	137.3	131.1	+0.2	+5.0
Weighted Total.....	155.2	152.7	138.3	+1.6	+12.2	Weighted Total.....	149.1	148.2	133.3	+0.6	+11.9
<b>Boston</b>						<b>Dayton</b>					
Food.....	197.3	192.8	164.2	+2.3	+20.2	Food.....	210.1	202.0	165.1	+4.0	+27.3
Housing <sup>1</sup> .....	104.5	104.5	103.5	0	+1.0	Housing <sup>1</sup> .....	106.4	106.4	105.9	0	+0.5
Clothing.....	143.8	142.2	135.7	+1.1	+6.0	Clothing.....	145.8	146.9 <sub>r</sub>	133.2	-0.7	+9.5
Fuel and light.....	137.2	136.5	127.6	+0.5	+7.5	Fuel and light.....	127.2	126.7	110.4	+0.4	+15.2
Housefurnishings.....	154.5	153.5	135.7	+0.7	+13.9	Housefurnishings.....	160.9	162.9	142.2	-1.2	+13.2
Sundries.....	141.6	141.5	129.9	+0.1	+9.0	Sundries.....	135.7	135.7	129.2	0	+5.0
Weighted Total.....	154.3	152.4	137.5	+1.2	+12.2	Weighted Total.....	155.2	152.9	135.9	+1.5	+14.2
<b>Bridgeport</b>						<b>Denver</b>					
Food.....	199.1	197.1	161.2	+1.0	+23.5	Food.....	207.1	203.5	168.3	+1.8	+23.1
Housing <sup>1</sup> .....	106.5	106.5	106.5	0	0	Housing <sup>1</sup> .....	105.5	105.5	105.6	0	-0.1
Clothing.....	144.9	145.1 <sub>r</sub>	134.4	-0.1	+7.8	Clothing.....	150.8	148.5	139.5	+1.5	+8.1
Fuel and light.....	132.8	132.8	130.4	0	+1.8	Fuel and light.....	101.3	101.3	98.0	0	+3.4
Housefurnishings.....	145.9	144.0	129.7	+1.3	+12.5	Housefurnishings.....	143.1	142.0 <sub>r</sub>	132.9	+0.8	+7.7
Sundries.....	160.0	150.8	141.8	+6.1	+12.8	Sundries.....	135.2	135.3	126.9	-0.1	+6.5
Weighted Total.....	158.2	155.1	139.3	+2.0	+13.6	Weighted Total.....	152.0	150.6	135.6	+0.9	+12.1
<b>Buffalo</b>						<b>Des Moines</b>					
Food.....	218.9	213.4	168.4	+2.6	+30.0	Food.....	207.3	199.4	160.3	+4.0	+29.3
Housing <sup>1</sup> .....	112.3	112.3	112.3	0	0	Housing <sup>1</sup> .....	105.3	105.3	105.3	0	0
Clothing.....	146.0	146.1	136.2	-0.1	+7.2	Clothing.....	160.1	159.3	149.9	+0.5	+6.8
Fuel and light.....	126.9	126.7	118.8	+0.2	+6.8	Fuel and light.....	137.6	137.3	123.0	+0.2	+11.9
Housefurnishings.....	157.0	156.0	138.8	+0.6	+13.1	Housefurnishings.....	154.9	155.8	135.0	-0.6	+14.7
Sundries.....	138.7	137.6	129.8	+0.8	+6.9	Sundries.....	137.7	137.8 <sub>r</sub>	125.5	-0.1	+9.7
Weighted Total.....	159.6	157.6	138.9	+1.3	+14.9	Weighted Total.....	154.2	152.0 <sub>r</sub>	134.4	+1.4	+14.7
<b>Chattanooga</b>						<b>Detroit</b>					
Food.....	227.7	216.4	187.2	+5.2	+21.6	Food.....	210.6	209.6	169.2	+0.5	+24.5
Housing <sup>1</sup> .....	103.7	103.7	103.7	0	0	Housing <sup>1</sup> .....	107.4	107.4	107.0	0	+0.4
Clothing.....	149.3	147.1 <sub>r</sub>	138.3	+1.5	+8.0	Clothing.....	152.2	150.7 <sub>r</sub>	143.0	+1.0	+6.4
Fuel and light.....	123.9	123.9	107.0	0	+15.8	Fuel and light.....	132.1	131.8	118.3	+0.2	+11.7
Housefurnishings.....	142.4	141.7	132.9	+0.5	+7.1	Housefurnishings.....	152.6	152.0	136.1	+0.4	+12.1
Sundries.....	129.6	129.6	116.8	0	+11.0	Sundries.....	151.3	151.3	137.9	0	+9.7
Weighted Total.....	157.2	153.5	138.1	+2.4	+13.8	Weighted Total.....	159.1	158.6 <sub>r</sub>	140.2	+0.3	+13.5

<sup>1</sup>Rents surveyed twice annually, June 15 and December 15. It is assumed no change has occurred since June 15.

<sub>r</sub>Revised.



# CONSUMERS' PRICE INDEXES FOR SIXTY CITIES—Continued

Source: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

CITY	Index Numbers Jan., 1939 = 100			Percentage Changes		CITY	Index Numbers Jan., 1939 = 100			Percentage Changes	
	Sept. 1947	Aug. 1947	Sept. 1946	Aug. 1947 to Sept. 1947	Sept. 1946 to Sept. 1947		Sept. 1947	Aug. 1947	Sept. 1946	Aug. 1947 to Sept. 1947	Sept. 1946 to Sept. 1947
<b>Duluth</b>						<b>Indianapolis</b>					
Food.....	208.5	199.3	165.9	+4.6	+25.7	Food.....	220.5	212.1	182.1	+4.0	+21.1
Housing <sup>1</sup> .....	100.2	100.2	100.2	0	0	Housing <sup>1</sup> .....	107.9	107.9	107.9	0	0
Clothing.....	160.4	162.1	147.8	-1.0	+8.5	Clothing.....	144.5	145.7	134.1	-0.8	+7.8
Fuel and light.....	135.2	134.6	115.1	+0.4	+17.5	Fuel and light.....	132.9	132.9	117.8	0	+13.3
Housefurnishings.....	161.1	161.4	148.8	-0.2	+8.3	Housefurnishings.....	149.9	148.7 <sub>r</sub>	137.0	+0.8	+9.4
Sundries.....	137.3	136.7	131.2	+0.4	+4.6	Sundries.....	143.3	142.9	137.2	+0.3	+4.4
Weighted Total.....	158.3	155.3	138.8	+1.9	+14.0	Weighted Total....	159.6	157.2 <sub>r</sub>	143.6	+1.5	+11.1
<b>Erie, Pa.</b>						<b>Kansas City, Mo.</b>					
Food.....	225.8	221.5	173.1	+1.9	+30.4	Food.....	201.9	194.4 <sub>r</sub>	158.4	+3.9	+27.5
Housing <sup>1</sup> .....	110.2	110.2	110.2	0	0	Housing <sup>1</sup> .....	105.5	105.5	105.5	0	0
Clothing.....	169.8	169.6	154.4	+0.1	+10.0	Clothing.....	155.6	154.8	140.9	+0.5	+10.4
Fuel and light.....	135.5	135.5	127.1	0	+6.6	Fuel and light.....	111.4	109.6	118.1	+1.6	-5.7
Housefurnishings.....	151.8	149.2	139.4	+1.7	+8.9	Housefurnishings.....	139.9	136.9	125.9	+2.2	+11.1
Sundries.....	150.9	149.5	137.6	+0.9	+9.7	Sundries.....	140.7	140.5	133.8	+0.1	+5.2
Weighted Total.....	167.7	165.8	144.5	+1.1	+16.1	Weighted Total....	152.0	149.5	135.5	+1.7	+12.2
<b>Fall River</b>						<b>Lansing</b>					
Food.....	195.3	190.4	165.0	+2.6	+18.4	Food.....	237.8	232.7	196.0	+2.2	+21.3
Housing <sup>1</sup> .....	104.3	104.3	104.3	0	0	Housing <sup>1</sup> .....	98.0	98.0	98.0	0	0
Clothing.....	160.0	157.4	147.3	+1.7	+8.6	Clothing.....	147.9	146.7	135.9	+0.8	+8.8
Fuel and light.....	129.4	129.1	121.9	+0.2	+6.2	Fuel and light.....	127.1	127.1	110.2	0	+15.3
Housefurnishings.....	133.8	132.7	127.8	+0.8	+4.7	Housefurnishings.....	158.6	157.6	143.4	+0.6	+10.6
Sundries.....	138.4	138.7	128.1	-0.2	+8.0	Sundries.....	147.6	147.5	133.7	+0.1	+10.4
Weighted Total.....	153.0	151.1	137.8	+1.3	+11.0	Weighted Total....	161.6	159.9	142.7	+1.1	+13.2
<b>Front Royal, Va.</b>						<b>Los Angeles</b>					
Food.....	245.0	235.8	195.2	+3.9	+25.5	Food.....	209.1	204.2	173.2	+2.4	+20.7
Housing <sup>1</sup> .....	107.3	107.3	107.3	0	0	Housing <sup>1</sup> .....	106.2	106.2	106.2	0	0
Clothing.....	166.4	166.8	154.2	-0.2	+7.9	Clothing.....	143.2	143.2	132.5	0	+8.1
Fuel and light.....	149.8	148.3	125.7	+1.0	+19.2	Fuel and light.....	93.4	93.4	93.4	0	0
Housefurnishings.....	139.2	139.2	135.7	0	+2.6	Housefurnishings.....	139.5	136.0 <sub>r</sub>	127.2	+2.6	+9.7
Sundries.....	135.5	135.4	127.4	+0.1	+6.4	Sundries.....	136.4	136.5	128.0	-0.1	+6.6
Weighted Total.....	162.0	159.5	143.7	+1.6	+12.7	Weighted Total....	151.7	150.2 <sub>r</sub>	136.6	+1.0	+11.1
<b>Grand Rapids</b>						<b>Louisville</b>					
Food.....	215.4	208.4	172.3	+3.4	+25.0	Food.....	225.4	216.0	171.0	+4.4	+31.8
Housing <sup>1</sup> .....	106.5	106.5	106.5	0	0	Housing <sup>1</sup> .....	103.9	103.9	103.9	0	0
Clothing.....	152.8	153.5	145.3	-0.5	+5.2	Clothing.....	147.8	146.6 <sub>r</sub>	137.1	+0.8	+7.8
Fuel and light.....	139.9	138.1	118.0	+1.3	+18.6	Fuel and light.....	143.8	143.8	119.8	0	+20.0
Housefurnishings.....	159.2	157.7	155.0	+1.0	+2.7	Housefurnishings.....	162.1	161.0	143.4	+0.7	+13.0
Sundries.....	144.8	144.3	130.6	+0.3	+10.9	Sundries.....	141.5	140.6	133.0	+0.6	+6.4
Weighted Total.....	160.1	157.7	140.5	+1.5	+14.0	Weighted Total....	165.5	162.0 <sub>r</sub>	141.2	+2.2	+17.2
<b>Green Bay, Wis.</b>						<b>Macon</b>					
Food.....	203.2	201.1	152.6	+1.0	+33.2	Food.....	217.7	201.6 <sub>r</sub>	177.2	+8.0	+22.9
Housing <sup>1</sup> .....	106.8	106.8	102.8	0	+3.9	Housing <sup>1</sup> .....	114.0	114.0	114.0	0	0
Clothing.....	164.7	163.8 <sub>r</sub>	152.3	+0.5	+8.1	Clothing.....	155.7	153.4 <sub>r</sub>	143.6	+1.5	+8.4
Fuel and light.....	124.9	124.9	109.2	0	+14.4	Fuel and light.....	111.1	111.1	100.1	0	+11.0
Housefurnishings.....	151.5	148.9	134.2	+1.7	+12.9	Housefurnishings.....	149.5	149.3	139.6	+0.1	+7.1
Sundries.....	133.2	133.2	125.0	0	+6.6	Sundries.....	131.9	132.0	125.1	-0.1	+5.4
Weighted Total.....	153.4	152.5 <sub>r</sub>	132.0	+0.6	+16.2	Weighted Total....	158.7	153.6 <sub>r</sub>	141.3	+3.3	+12.3
<b>Houston</b>						<b>Meadville, Pa.</b>					
Food.....	211.5	206.0	171.0	+2.7	+23.7	Food.....	213.6	212.3	166.9	+0.6	+28.0
Housing <sup>1</sup> .....	105.7	105.7	105.7	0	0	Housing <sup>1</sup> .....	110.8	110.8	110.8	0	0
Clothing.....	149.5	148.2	136.2	+0.9	+9.8	Clothing.....	138.9	140.6	127.9	-1.2	+8.6
Fuel and light.....	81.8	81.8	81.8	0	0	Fuel and light.....	123.6	118.9	113.8	+4.0	+8.6
Housefurnishings.....	139.8	138.8	119.3	+0.7	+17.2	Housefurnishings.....	147.7	147.9	141.4	-0.1	+4.5
Sundries.....	135.7	135.7	126.5	0	+7.3	Sundries.....	143.1	143.2	128.6	-0.1	+11.3
Weighted Total.....	150.5	148.8	133.6	+1.1	+12.6	Weighted Total....	155.8	155.1	135.5	+0.5	+15.0
<b>Huntington, W. Va.</b>						<b>Memphis</b>					
Food.....	216.4	210.9	172.0	+2.6	+25.8	Food.....	232.0	224.1	185.9	+3.5	+24.8
Housing <sup>1</sup> .....	111.7	111.7	111.7	0	0	Housing <sup>1</sup> .....	108.4	108.4	108.4	0	0
Clothing.....	150.9	147.8 <sub>r</sub>	138.9	+2.1	+8.6	Clothing.....	157.6	156.9	145.8	+0.4	+8.1
Fuel and light.....	100.0	100.0	100.0	0	0	Fuel and light.....	108.8	108.8	102.5	0	+6.1
Housefurnishings.....	155.9	155.8 <sub>r</sub>	144.4	+0.1	+8.0	Housefurnishings.....	153.2	151.9	136.8	+0.9	+12.0
Sundries.....	139.9	140.1	129.9	-0.1	+7.7	Sundries.....	123.4	123.3	119.7	+0.1	+3.1
Weighted Total.....	160.0	158.0	140.9	+1.3	+13.6	Weighted Total....	155.5	153.2	138.9	+1.5	+12.0

<sup>1</sup>Rents surveyed twice annually, June 15 and December 15. It is assumed no change has occurred since June 15.

<sub>r</sub>Revised.



# CONSUMERS' PRICE INDEXES FOR SIXTY CITIES—Continued

Source: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

CITY	Index Numbers Jan., 1939 = 100			Percentage Changes		CITY	Index Numbers Jan., 1939 = 100			Percentage Changes	
	Sept. 1947	Aug. 1947	Sept. 1946	Aug. 1947 to Sept. 1947	Sept. 1946 to Sept. 1947		Sept. 1947	Aug. 1947	Sept. 1946	Aug. 1947 to Sept. 1947	Sept. 1946 to Sept. 1947
<b>Milwaukee</b>						<b>Parkersburg, W. Va.</b>					
Food.....	208.8	203.6 <sub>r</sub>	163.1	+2.6	+28.0	Food.....	220.3	215.6	164.8	+2.2	+33.7
Housing <sup>1</sup> .....	103.5	103.5	103.5	0	0	Housing <sup>1</sup> .....	104.2	104.2	104.2	0	0
Clothing.....	162.3	163.3	152.1	-0.6	+6.7	Clothing.....	151.1	150.8	127.0	+0.2	+19.0
Fuel and light.....	125.2	125.2	116.5	0	+7.5	Fuel and light.....	100.1	100.1	100.1	0	0
Housefurnishings.....	159.1	159.0 <sub>r</sub>	142.0	+0.1	+12.0	Housefurnishings.....	154.8	152.9	135.2	+1.2	+14.5
Sundries.....	134.2	134.2	127.3	0	+5.4	Sundries.....	131.5	130.8	124.0	+0.5	+6.0
Weighted Total.....	153.8	152.3 <sub>r</sub>	135.7	+1.0	+13.3	Weighted Total.....	161.2	159.2	135.6	+1.3	+18.9
<b>Minneapolis</b>						<b>Philadelphia</b>					
Food.....	227.7	220.8	181.9	+3.1	+25.2	Food.....	201.4	192.0	165.2	+4.9	+21.9
Housing <sup>1</sup> .....	103.7	103.7	103.7	0	0	Housing <sup>1</sup> .....	102.7	102.7	102.7	0	0
Clothing.....	158.0	157.9	143.0	+0.1	+10.5	Clothing.....	146.1	145.5	139.0	+0.4	+5.1
Fuel and light.....	121.0	120.7	109.8	+0.2	+10.2	Fuel and light.....	132.1	129.9	124.0	+1.7	+6.5
Housefurnishings.....	157.0	154.5	138.3	+1.6	+13.5	Housefurnishings.....	143.7	148.7	139.8	0	+6.4
Sundries.....	144.3	136.6	128.9	+5.6	+11.9	Sundries.....	140.5	140.5	127.8	0	+9.9
Weighted Total.....	162.0	157.5	140.5	+2.9	+15.3	Weighted Total.....	156.6	153.0	138.7	+2.4	+12.9
<b>Muskegon</b>						<b>Pittsburgh</b>					
Food.....	253.1	244.2	199.9	+3.6	+26.6	Food.....	211.3	206.2	168.9	+2.5	+25.1
Housing <sup>1</sup> .....	115.2	115.2	115.2	0	0	Housing <sup>1</sup> .....	105.8	105.8	105.7	0	+0.1
Clothing.....	145.5	144.5	139.0	+0.7	+4.7	Clothing.....	149.8	147.4	135.2	+1.6	+10.8
Fuel and light.....	144.3	144.3	126.2	0	+14.3	Fuel and light.....	125.4	125.4	117.0	0	+7.2
Housefurnishings.....	139.1	138.9	126.6	+0.1	+9.9	Housefurnishings.....	140.3	139.3	127.4	+0.7	+10.1
Sundries.....	138.6	137.9	129.5	+0.5	+7.0	Sundries.....	141.5	135.9	126.0	+4.1	+12.3
Weighted Total.....	167.7	164.9	147.2	+1.7	+13.9	Weighted Total.....	157.3	153.9	136.6	+2.2	+15.2
<b>Newark</b>						<b>Portland, Ore.</b>					
Food.....	205.0	194.1	164.5	+5.6	+24.6	Food.....	212.0	208.5	170.9	+1.7	+24.0
Housing <sup>1</sup> .....	101.4	101.4	101.4	0	0	Housing <sup>1</sup> .....	110.0	110.0	110.0	0	0
Clothing.....	145.3	144.8	135.3	+0.3	+7.4	Clothing.....	164.6	160.0 <sub>r</sub>	150.8	+2.9	+9.2
Fuel and light.....	108.3	107.6	108.7	+0.7	-0.4	Fuel and light.....	117.3	121.9	125.0	-3.8	-6.2
Housefurnishings.....	168.9	163.9	148.3	+3.1	+13.9	Housefurnishings.....	138.8	137.7 <sub>r</sub>	123.9	+0.8	+12.0
Sundries.....	134.0	129.4	123.1	+3.6	+8.9	Sundries.....	129.0	128.9	124.5	+0.1	+3.6
Weighted Total.....	154.6	149.1	135.3	+3.7	+14.3	Weighted Total.....	154.7	153.4	139.2	+0.8	+11.1
<b>New Haven</b>						<b>Providence</b>					
Food.....	214.0	209.9	158.0	+2.0	+35.4	Food.....	212.4	207.1 <sub>r</sub>	173.4	+2.6	+22.5
Housing <sup>1</sup> .....	105.3	105.3	105.3	0	0	Housing <sup>1</sup> .....	103.3	103.3	103.3	0	0
Clothing.....	155.5	152.8	142.8	+1.8	+8.9	Clothing.....	151.2	148.9	142.4	+1.5	+6.2
Fuel and light.....	122.7	122.7	117.0	0	+4.9	Fuel and light.....	126.1	125.3	117.7	+0.6	+7.1
Housefurnishings.....	144.1	143.4	134.2	+0.5	+7.4	Housefurnishings.....	130.3	129.8	127.8	+0.4	+2.0
Sundries.....	124.4	124.3	114.0	+0.1	+9.1	Sundries.....	139.3	139.2	128.6	+0.1	+8.3
Weighted Total.....	153.3	151.7	130.2	+1.1	+17.7	Weighted Total.....	155.8	153.7 <sub>r</sub>	138.5	+1.4	+12.5
<b>New Orleans</b>						<b>Richmond</b>					
Food.....	218.6	215.9	173.1	+1.3	+22.7	Food.....	245.4	236.7	189.0	+3.7	+29.8
Housing <sup>1</sup> .....	110.6	110.6	110.6	0	0	Housing <sup>1</sup> .....	103.4	103.4	103.1	0	+0.3
Clothing.....	156.2	155.4	140.4	+0.5	+11.3	Clothing.....	156.1	153.3	137.6	+1.8	+13.4
Fuel and light.....	85.9	85.2	87.1	+0.8	-1.4	Fuel and light.....	121.0	121.0	109.8	0	+10.2
Housefurnishings.....	159.2	155.8 <sub>r</sub>	133.6	+2.2	+19.2	Housefurnishings.....	158.8	163.3	127.3	-2.8	+24.7
Sundries.....	181.5	181.4	123.4	+0.1	+6.6	Sundries.....	126.5	124.9	120.3	+1.3	+5.2
Weighted Total.....	162.4	161.0	142.2	+0.9	+14.2	Weighted Total.....	161.5	158.4	138.8	+2.0	+16.4
<b>New York</b>						<b>Roanoke, Va.</b>					
Food.....	205.4	198.1	164.9	+3.7	+24.6	Food.....	218.3	211.6	177.5	+3.2	+23.0
Housing <sup>1</sup> .....	100.8	100.8	100.8	0	0	Housing <sup>1</sup> .....	123.9	123.9	122.4	0	+1.2
Clothing.....	151.1	148.4	140.7	+1.8	+7.4	Clothing.....	161.5	159.7	145.2	+1.1	+11.2
Fuel and light.....	113.2	112.6	110.7	+0.5	+2.3	Fuel and light.....	133.5	133.5	115.8	0	+15.3
Housefurnishings.....	152.5	149.5	138.8	+2.0	+9.9	Housefurnishings.....	149.8	149.4	138.8	+0.3	+7.9
Sundries.....	139.0	139.1	129.9	-0.1	+7.0	Sundries.....	136.6	136.6	124.5	0	+9.7
Weighted Total.....	155.2	152.2	136.8	+2.0	+13.5	Weighted Total.....	161.5	159.3	141.9	+1.4	+13.8
<b>Omaha</b>						<b>Rochester</b>					
Food.....	230.8	221.4	180.7	+4.2	+27.7	Food.....	220.3	214.5	171.9	+2.7	+28.2
Housing <sup>1</sup> .....	100.6	100.6	100.6	0	0	Housing <sup>1</sup> .....	103.9	103.9	103.9	0	0
Clothing.....	152.0	149.6	136.8	+1.6	+11.1	Clothing.....	157.3	156.3	144.5	+0.6	+8.9
Fuel and light.....	125.9	125.1	113.5	+0.6	+10.9	Fuel and light.....	141.9	141.9 <sub>r</sub>	131.9	0	+7.6
Housefurnishings.....	167.5	165.3	153.2	+1.3	+9.3	Housefurnishings.....	177.1	175.6	149.6	+0.9	+18.4
Sundries.....	138.2	137.0	127.5	+0.9	+8.4	Sundries.....	144.6	143.0	135.6	+1.1	+6.6
Weighted Total.....	160.3	156.8	139.2	+2.2	+15.2	Weighted Total.....	160.4	158.1	140.5	+1.5	+14.2

<sup>1</sup>Rents surveyed twice annually, June 15 and December 15. It is assumed no change has occurred since June 15.

<sub>r</sub>Revised.



# CONSUMERS' PRICE INDEXES FOR SIXTY CITIES—Continued

Source: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

City	Index Numbers Jan., 1939 = 100			Percentage Changes		City	Index Numbers Jan., 1939 = 100			Percentage Changes	
	Sept. 1947	Aug. 1947	Sept. 1946	Aug. 1947 to Sept. 1947	Sept. 1946 to Sept. 1947		Sept. 1947	Aug. 1947	Sept. 1946	Aug. 1947 to Sept. 1947	Sept. 1946 to Sept. 1947
<b>Rockford, Ill.</b>						<b>Spokane</b>					
Food.....	229.8	219.1	175.8	+4.9	+30.7	Food.....	204.3	199.7 <sup>r</sup>	173.3	+2.3	+17.9
Housing <sup>1</sup> .....	138.1	138.1	138.1	0	0	Housing <sup>1</sup> .....	102.0	102.0	102.0	0	0
Clothing.....	148.7	147.6	139.8	+0.7	+6.4	Clothing.....	144.0	142.8	131.1	+0.8	+9.8
Fuel and light.....	130.6	130.3 <sup>r</sup>	118.7	+0.2	+10.0	Fuel and light.....	143.9	143.9	136.3	0	+5.6
Housefurnishings.....	158.0	149.5	138.3	+5.7	+14.2	Housefurnishings.....	136.5	136.5	132.7	0	+2.9
Sundries.....	138.6	138.6	126.3	0	+9.7	Sundries.....	135.1	135.1	124.8	0	+8.3
Weighted Total.....	167.5	163.7 <sup>r</sup>	144.8	+2.3	+15.7	Weighted Total.....	153.8	152.3 <sup>r</sup>	138.8	+1.0	+10.8
<b>Sacramento</b>						<b>Syracuse</b>					
Food.....	216.2	211.9	175.1	+2.0	+23.5	Food.....	214.3	210.0	168.2	+2.0	+27.4
Housing <sup>1</sup> .....	105.7	105.7	105.7	0	0	Housing <sup>1</sup> .....	116.3	116.3	116.3	0	0
Clothing.....	161.7	163.0 <sup>r</sup>	150.5	-0.8	+7.4	Clothing.....	154.6	155.7 <sup>r</sup>	142.0	-0.7	+8.9
Fuel and light.....	77.0	77.0	76.8	0	+0.3	Fuel and light.....	137.8	136.7	130.8	+0.8	+5.4
Housefurnishings.....	170.2	167.4	148.8	+1.7	+14.4	Housefurnishings.....	156.8	155.9	142.1	+0.6	+10.3
Sundries.....	134.8	133.3	126.9	+1.1	+6.2	Sundries.....	131.1	130.9	119.6	+0.2	+9.6
Weighted Total.....	155.6	153.9	138.6	+1.1	+12.3	Weighted Total.....	156.3	155.0	137.2	+0.8	+13.9
<b>St. Louis</b>						<b>Toledo</b>					
Food.....	211.3	202.0	161.8	+4.6	+30.6	Food.....	217.9	210.8 <sup>r</sup>	171.3	+3.4	+27.2
Housing <sup>1</sup> .....	105.8	105.8	105.8	0	0	Housing <sup>1</sup> .....	113.1	113.1	113.1	0	0
Clothing.....	147.5	146.6 <sup>r</sup>	137.4	+0.6	+7.4	Clothing.....	153.1	152.4 <sup>r</sup>	144.0	+0.5	+6.3
Fuel and light.....	138.5	138.5	124.5	0	+11.2	Fuel and light.....	130.4	129.4	115.1	+0.8	+13.3
Housefurnishings.....	150.7	145.1	128.5	+3.9	+17.3	Housefurnishings.....	144.4	144.1	133.8	+0.2	+7.9
Sundries.....	129.6	129.5	122.2	+0.1	+6.1	Sundries.....	146.6	146.5	135.9	+0.1	+7.9
Weighted Total.....	156.0	152.6 <sup>r</sup>	134.5	+2.2	+16.0	Weighted Total.....	161.9	159.5 <sup>r</sup>	141.9	+1.5	+14.1
<b>St. Paul</b>						<b>Wausau, Wis.</b>					
Food.....	221.2	213.7	172.4	+3.5	+28.3	Food.....	230.3	225.6	181.7	+2.1	+26.7
Housing <sup>1</sup> .....	100.9	100.9	100.9	0	0	Housing <sup>1</sup> .....	102.7	102.7	102.7	0	0
Clothing.....	145.1	146.2	131.3	-0.8	+10.5	Clothing.....	172.7	172.4	158.4	+0.2	+9.0
Fuel and light.....	124.7	123.8	112.8	+0.7	+10.5	Fuel and light.....	131.1	131.7	115.7	-0.5	+13.3
Housefurnishings.....	165.6	163.0 <sup>r</sup>	140.2	+1.6	+18.1	Housefurnishings.....	144.7	144.7	132.9	0	+8.9
Sundries.....	137.4	136.9	127.6	+0.4	+7.7	Sundries.....	131.9	131.9	125.8	0	+4.8
Weighted Total.....	157.0	154.5	136.0	+1.6	+15.4	Weighted Total.....	160.2	159.0	140.9	+0.8	+13.7
<b>San Francisco - Oakland</b>						<b>Wilmington, Del.</b>					
Food.....	216.8	205.6 <sup>r</sup>	175.2	+5.4	+23.7	Food.....	202.2	193.5	167.2	+4.5	+20.9
Housing <sup>1</sup> .....	100.9	100.9	100.9	0	0	Housing <sup>1</sup> .....	104.9	104.9	104.9	0	0
Clothing.....	163.5	153.2 <sup>r</sup>	141.1	+0.2	+8.8	Clothing.....	158.8	155.1	143.2	+2.4	+10.9
Fuel and light.....	90.4	88.7	85.3	+1.9	+6.0	Fuel and light.....	117.1	116.5	111.9	+0.5	+4.6
Housefurnishings.....	149.6	148.6	133.5	+0.7	+12.1	Housefurnishings.....	158.2	158.2	131.9	0	+19.9
Sundries.....	143.0	142.9	134.2	+0.1	+6.6	Sundries.....	127.6	127.4	119.6	+0.2	+6.7
Weighted Total.....	159.0	155.3 <sup>r</sup>	140.6	+2.4	+13.1	Weighted Total.....	154.9	151.3	137.0	+2.4	+13.1
<b>Seattle</b>						<b>Youngstown</b>					
Food.....	214.9	210.0 <sup>r</sup>	171.4	+2.3	+25.4	Food.....	218.8	215.2 <sup>r</sup>	182.2	+1.7	+20.1
Housing <sup>1</sup> .....	106.5	106.5	106.5	0	0	Housing <sup>1</sup> .....	105.6	105.6	105.6	0	0
Clothing.....	143.9	142.3	135.1	+1.1	+6.5	Clothing.....	167.8	160.7	151.9	+4.4	+10.5
Fuel and light.....	124.4	124.4	114.1	0	+9.0	Fuel and light.....	124.8	124.8	113.2	0	+10.2
Housefurnishings.....	158.6	154.9	133.6	+2.4	+18.7	Housefurnishings.....	154.2	152.8	144.6	+0.9	+6.6
Sundries.....	138.8	138.7	129.9	+0.1	+6.9	Sundries.....	133.1	126.8	118.5	+5.0	+12.3
Weighted Total.....	158.3	156.3 <sup>r</sup>	139.1	+1.3	+13.8	Weighted Total.....	158.6	154.9 <sup>r</sup>	140.4	+2.4	+13.0

<sup>1</sup>Rents surveyed twice annually, June 15 and December 15. It is assumed no change has occurred since June 15.

<sup>r</sup>Revised.

## PERCENTAGE CHANGES IN INDEXES FOR SIX CITIES

	Weighted Total		Food		Housing <sup>1</sup>		Clothing		Fuel and Light		Housefurnishings		Sundries	
	Aug. 1947 to Sept. 1947	Sept. 1946 to Sept. 1947	Aug. 1947 to Sept. 1947	Sept. 1946 to Sept. 1947	Aug. 1947 to Sept. 1947	Sept. 1946 to Sept. 1947	Aug. 1947 to Sept. 1947	Sept. 1946 to Sept. 1947	Aug. 1947 to Sept. 1947	Sept. 1946 to Sept. 1947	Aug. 1947 to Sept. 1947	Sept. 1946 to Sept. 1947	Aug. 1947 to Sept. 1947	Sept. 1946 to Sept. 1947
Bellefonte, Pa.....	+1.1	+10.5	+1.5	+14.7	0	0	+1.7	+9.0	+2.7	+13.5	+0.9	+17.1	0	+7.5
Evansville, Ind.....	+1.6	+11.5	+2.8	+23.0	0	+0.7	+1.9	+1.4	0	+7.4	+3.2	+15.2	0	+5.3
International Falls, Minn..	+1.1	+13.9	+3.6	+22.0	0	+8.3	-0.9	+9.8	+0.5	+15.5	-2.7	+6.8	-0.3	+8.3
Joliet, Ill. <sup>2</sup> .....	+1.2	+13.7	+3.4	+25.7	0	0	-0.7	+6.3	+0.3	+11.3	+0.2	+10.6	0	+8.9
Lewistown, Pa.....	+1.6	+12.6	+3.2	+22.7	0	0	+0.9	+6.2	0	+3.6	-1.1	+6.0	+0.1	+7.5
Trenton, N. J.....	+2.2	+12.0	+4.8	+19.0	0	+0.6	+0.6	+6.1	0	+2.3	0	+2.2	0	+11.9

<sup>1</sup>Rents surveyed twice annually, June 15 and December 15. It is assumed no change has occurred since June 15.

<sup>2</sup>Includes Lockport and Rockdale.



## Payroll Statistics in Manufacturing

**I**NCREASES from August to September were shown in all but one of the payroll figures for production workers in the twenty-five manufacturing industries included in THE CONFERENCE BOARD's monthly survey. The exception was real hourly earnings, which declined fractionally, although real weekly earnings increased over the month. In each of the series where rises were shown, the increase was larger than for several previous months.

### EARNINGS

Average hourly earnings rose 1.2% from August to September, reaching \$1.383 in the latter month. September was the twenty-third consecutive month in which hourly earnings were higher than in the month before, and the nineteenth in which a new peak was set. Wage-rate increases reported to THE CONFERENCE BOARD in this survey amounted to only 0.2% for all workers, with only two industries recording increases of more than 1% for all the workers in the industry. In the silk and rayon industry, 25.7% of the production workers received increases averaging 3.9%, and in the woolen industry 16.3% of the workers were given raises averaging 9.5%.

Since September, 1946, actual hourly earnings have risen 12.5%. However, real hourly earnings (the measure of actual earnings adjusted for changes in the consumers' price index in terms of 1923 dollars) were lower than in August and also lower than in September of last year. While they were higher than in January, 1941, the base date of the Little Steel formula, the increase was only 20.4%, as contrasted with

that of 82.2% in actual hourly earnings over the same period.

Weekly earnings rose even more from August to September than hourly earnings since working hours were also increased. The 2.8% rise in weekly earnings over the month brought the September average to \$55.83, the highest point ever reached by this series. During the war years, the largest weekly return was reported in March, 1945, when the average was \$50.99. This 9.5% increase in weekly earnings occurred despite a drop in the length of the work week from 46.1 hours in March, 1945, to 40.4 hours in September, 1947.

Although the consumers' price index rose 1.6%

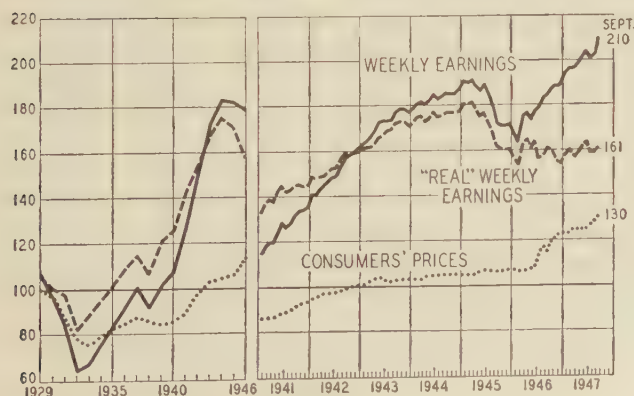
### Wage-rate Increases and Workers Affected

Source: THE CONFERENCE BOARD

Date	25 Manufacturing Industries	
	Production Workers Affected	Wage-rate Increase
1946 September.....	1.8%	8.0%
October.....	1.9	8.0
November.....	2.7	7.3
December.....	1.8	7.9
1947 January.....	4.1	8.6
February.....	3.4	10.6
March.....	1.5	7.0
April.....	6.8	7.2
May.....	18.5	9.1
June.....	8.6	8.7
July.....	4.8	7.4
August.....	3.9	6.9
September.....	2.9	5.9

### Average Weekly Earnings in Twenty-five Manufacturing Industries

Source: THE CONFERENCE BOARD  
Index Numbers: 1923=100



between August and September, real weekly earnings were higher in the latter month, since actual weekly earnings rose 2.8%. The 1.3% rise in real earnings for the composite of the twenty-five industries was the result of increases in eighteen of the separate industries and decreases in six others. The remaining industry, lumber and millwork, remained unchanged. The largest rises were in the silk and rayon industry and in the woolen industry, which reported the largest wage-rate increases. The gains amounted to 8.9% and 6.1%, respectively. In four other industries, real earnings rose more than 2%. The two largest decreases amounted to only 1% each.

### HOURS

The work week averaged 0.7 hour more, a gain of 1.8% from August to September. This was the first monthly increase in hours since January, 1947. However, these increased hours may not represent a real reversal of the downward trend which has prevailed



# EARNINGS, HOURS, EMPLOYMENT, PAYROLLS, PRODUCTION WORKERS, TWENTY-FIVE MANUFACTURING INDUSTRIES

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

Date	Average Hourly Earnings	Average Weekly Earnings	Average Actual Hours per Week per Production Worker	Average Nominal Hours per Week per Production Worker	Index Numbers, 1923=100							
					Hourly Earnings		Weekly Earnings		Actual Hours per Week per Production Worker	Employ- ment	Total Man Hours	Payrolls
					Actual	Real	Actual	Real				
1946 September.....	\$1.229	\$49.14	40.0	41.1	227.2	198.1	184.7	161.0	81.3	122.7	99.8	226.6
October.....	1.231	49.79	40.4	41.0	227.5	189.6	187.1	155.9	82.1	123.2	101.1	230.5
November.....	1.243	50.14	40.4	41.0	229.8	189.3	188.4	155.2	82.1	125.8	103.3	237.0
December.....	1.247	50.23	40.4	41.0	230.5	187.1	188.8	153.2	82.1	126.1	103.5	238.1
1947 January.....	1.268	51.62	40.8	41.0	234.4	190.6	194.0	157.7	82.9	127.1	105.4	246.6
February.....	1.279	52.10	40.8	41.0	236.4	192.7	195.8	159.6	82.9	128.8	106.8	252.2
March.....	1.285	52.10	40.6	41.0	237.5	190.2	195.8	156.8	82.5	128.8	106.8	252.2
April.....	1.304	52.79	40.5	41.0	241.0	193.1	198.4	159.0	82.3	128.6	105.8	255.1
May.....	1.329	53.65	40.4	41.0	245.7	197.2	201.6	161.8	82.1	127.9	105.0	257.8
June.....	1.347	54.25	40.3	41.0	249.0	198.6	203.9	162.6	81.9	127.4	104.3	259.8
July.....	1.354	53.61	39.7	40.9	250.3	197.7	201.5	159.2	80.7	125.5	101.8	252.9
August.....	1.367 <sup>r</sup>	54.29 <sup>r</sup>	39.7	40.8	252.7 <sup>r</sup>	197.1 <sup>r</sup>	204.0 <sup>r</sup>	159.1 <sup>r</sup>	80.7	126.2	101.8	257.4 <sup>r</sup>
September.....	1.383	55.83	40.4	40.9	255.6	196.3	209.8	161.1	82.1	127.3	104.5	267.1

See footnotes on page 363.

<sup>r</sup>Revised

## EARNINGS AND HOURS, PRODUCTION WORKERS, SEPTEMBER, 1947

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

INDUSTRY	Average Earnings in Dollars				Average Hours per Week per Production Worker			
	Hourly		Weekly		Actual		Nominal	
	Sept.	August	Sept.	August	Sept.	August	Sept.	August
Agricultural implement.....	1.440	1.427	58.38	57.60	40.5	40.4	40.3	40.3
Automobile <sup>1</sup> .....	1.527	1.515 <sup>r</sup>	58.30	57.55 <sup>r</sup>	38.2	38.0	40.4	40.0
Boot and shoe.....	1.055	1.046	41.75	40.65	39.6	38.9	40.5	40.5
Chemical.....	1.424	1.409	55.37	53.68	38.9	38.1	40.3	40.3
Rayon producing <sup>2</sup> .....	1.218	1.220 <sup>r</sup>	46.86	46.98 <sup>r</sup>	38.5	38.5 <sup>r</sup>	40.2	40.2
Cotton—North.....	1.128	1.106	45.89	43.45	40.7	39.3	42.0	42.0
Electrical manufacturing.....	1.413	1.401	57.64	56.11	40.8	40.1	40.3	40.3
Furniture <sup>3</sup> .....	1.314	1.305	54.26	53.23	41.3	40.8	41.6	41.8
Hosiery and knit goods.....	1.114	1.103	44.04	43.34 <sup>r</sup>	39.5	39.3 <sup>r</sup>	41.2	41.0
Iron and steel <sup>4</sup> .....	1.571	1.556	60.17	57.73	38.3	37.1	40.4	40.6
Leather tanning and finishing.....	1.319	1.301	55.04	53.58	41.7	41.2	42.0	41.6
Lumber and millwork.....	1.466	1.448 <sup>r</sup>	62.06	61.10 <sup>r</sup>	42.3	42.2 <sup>r</sup>	41.4	41.3 <sup>r</sup>
Meat packing.....	1.284	1.285	56.36	55.64	43.9	43.3	40.3	40.3
Paint and varnish.....	1.335	1.326 <sup>r</sup>	54.25	53.06 <sup>r</sup>	40.6	40.0 <sup>r</sup>	41.5	41.5
Paper and pulp.....	1.286	1.278	56.95	55.92	44.3	43.7	41.5	41.5
Paper products.....	1.190	1.186	49.86	48.60	41.9	41.0	42.3	42.3
Printing—book and job.....	1.524	1.499	64.73	62.07	42.5	41.4	41.3	41.4
Printing—news and magazine.....	1.796	1.806 <sup>r</sup>	74.75	74.36 <sup>r</sup>	41.6	41.2 <sup>r</sup>	39.9	39.9 <sup>r</sup>
Rubber.....	1.550	1.532	59.05	57.34	38.1	37.4	38.1	38.0
1. Rubber tires and tubes.....	1.710	1.684	64.31	62.14	37.6	36.9	37.5	37.4
2. Other rubber products.....	1.278	1.289	49.77	49.37	39.0	38.3	39.2	39.0
Silk and rayon.....	1.209	1.168	51.68	46.72	42.8	40.0	40.7	40.6
Wool.....	1.251	1.206	51.74	48.02	41.4	39.8	41.0	40.8
1. Woolen and worsted goods.....	1.214	1.209	50.42	48.67	41.5	40.3	41.4	41.1
2. Other woolen products <sup>5</sup> .....	1.302	1.202	53.59	47.10	41.2	39.2	40.5	40.4
Foundries and machine shops.....	1.406	1.390 <sup>r</sup>	56.24	55.05 <sup>r</sup>	40.0	39.6	41.0	40.9
1. Foundries.....	1.414	1.402	55.83	54.89	39.5	39.1	40.4	40.4
2. Machines and machine tools.....	1.384	1.373	55.68	55.42	40.2	40.4	41.1	41.1
3. Heavy equipment.....	1.466	1.438 <sup>r</sup>	59.98	57.83 <sup>r</sup>	40.9	40.2	41.5	41.4
4. Hardware and small parts.....	1.320	1.313 <sup>r</sup>	52.40	51.66 <sup>r</sup>	39.7	39.4 <sup>r</sup>	40.9	40.9
5. Other products.....	1.411	1.397	55.85	54.55	39.6	39.1	40.7	40.7
25 INDUSTRIES.....	1.383	1.367 <sup>r</sup>	55.83	54.29 <sup>r</sup>	40.4	39.7	40.9	40.8
Cement.....	1.227	1.221	49.47	49.24	40.3	40.3	40.0	40.0
Petroleum refining.....	1.636	1.628	65.36	63.98	40.0	39.3	40.2	40.2
27 INDUSTRIES.....	1.385	1.369 <sup>r</sup>	55.91	54.38 <sup>r</sup>	40.4	39.7	40.8	40.8
Aircraft.....	1.413	1.418 <sup>r</sup>	54.69	55.94 <sup>r</sup>	38.7	39.5	40.2	40.2
Shipbuilding.....	1.478	1.459	58.29	57.02	39.4	39.1	40.2	40.3

See footnotes on page 363.



from the beginning of 1947, since it is probable that the shorter hours during July and August were the result of summer working conditions, such as the shutdowns in many plants during heat waves.

Nominal hours, or the scheduled number of hours of operation of a plant, shift or department, were also longer in September than in the previous month. This change ended a long record of declines, but as the increase was only 0.1 hour, it cannot be considered significant.

### EMPLOYMENT AND PAYROLLS

The increase in employment from August to September amounted to 0.9%, the smallest rise reported except that in nominal hours. Over the year since September, 1946, employment has increased 3.7%. Sixteen industries employed more production workers than in August and twenty employed more than in September, 1946. For the twenty-five industries combined, September employment was 17.4% below the wartime peak reached in October and November, 1943, but 48.9% greater than in August, 1939, the last month before the outbreak of the war.

Payrolls were expanded 3.8% in September, the largest increase in this series since the 4.1% rise in

August, 1946. The September index of 267.1 (1923=100) was 17.9% greater than that of last September and more than three times that of August, 1939. Only during the eight months from September, 1943, through April, 1944, were payrolls larger than in September, 1947, and this latest index was only 3.1% below the peak of November, 1943.

### CEMENT AND PETROLEUM

No significant change occurred between August and September in the payroll statistics for cement workers. Hourly earnings rose slightly, the increase being shared by both the unskilled and the skilled workers. The unskilled men worked 0.2 hour less in an average week in September than in the previous month. So their weekly earnings dropped a few cents, while the skilled men, whose working hours remained the same over the month, received slightly higher weekly earnings in September.

Hourly earnings of the workers in petroleum refineries were higher in September than ever before. The average for that month of \$1.636 was 0.5% greater than in August and 10.8% above the September, 1946, level. The increase in earnings from August to September can be partly owing to increased pre-

### EARNINGS, EMPLOYMENT, MAN HOURS, AND PAYROLLS, PRODUCTION WORKERS, SEPTEMBER, 1947

Index Numbers, 1923=100

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

INDUSTRY	Average Earnings						Employment	Total Man Hours Worked	Payrolls			
	Hourly, Actual	Weekly										
		Actual		Real								
		Sept.	August	Sept.	August	Sept.					August	Sept.
Agricultural implement.....	259.0	256.7	212.2	209.4	163.0	163.3r	199.9	197.9	163.5	161.5	424.2	414.4
Automobile <sup>1</sup> .....	241.6	239.7r	193.4	190.9r	148.5	148.9r	138.1	127.3	110.6	101.5	267.1	243.0r
Boot and shoe.....	201.0	199.2	173.1	168.5	132.9	131.4r	104.1	104.3	89.8	88.3	180.2	175.7
Chemical.....	280.3	277.4	214.9	208.4	165.1	162.6r	203.0	203.0	156.1	152.9	436.2	423.1
Cotton—North.....	253.5	248.5	216.1	204.6	166.0	159.6r	41.5	41.2	35.3	33.9	89.7	84.3
Electrical manufacturing.....	248.8	246.7	212.8	207.1	163.4	161.5r	263.8	263.1	225.3	220.7	561.4	544.9
Furniture <sup>2</sup> .....	254.2	252.4	217.6	213.4	167.1	166.5r	136.0	135.2	116.6	114.4	295.9	288.5
Hosiery and knit goods.....	291.6	288.7	249.2	245.3r	191.4	191.3r	95.3	98.0r	81.3	83.2	237.5	240.4r
Iron and steel <sup>4</sup> .....	263.6	261.1	175.8	168.7	135.0	131.6r	126.7	128.2	84.1	82.4	222.7	216.3
Leather tanning and finishing.....	271.4	267.7	237.7	231.3	182.6	180.4r	74.6	73.4	65.3	63.6	177.3	169.8
Lumber and millwork.....	309.9	306.1r	265.0	260.9r	203.5	203.5r	57.0	56.5r	48.7	48.2r	151.1	147.4r
Meat packing.....	271.5	271.7	239.4	236.4	183.9	184.4r	105.8	104.4	93.4	90.9	253.3	246.8
Paint and varnish.....	237.1	235.5r	206.7	202.1r	158.8	157.6r	171.1	171.7r	148.7	147.1r	353.7	347.0r
Paper and pulp.....	255.2	253.6	218.4	214.4	167.7	167.2r	148.1	147.3	126.6	124.3	323.5	315.8
Paper products.....	260.4	259.5	223.1	217.4	171.4	169.6r	191.0	189.8	164.6	160.2	426.1	412.6
Printing—book and job.....	233.4	229.6	216.1	207.2	166.0	161.6r	154.4	155.5	143.0	140.3	333.7	322.2
Printing—news and magazine.....	259.2	260.6r	239.4	238.1r	183.9	185.7r	151.4	149.2r	139.9	136.7r	362.5	355.2r
Rubber.....	247.6	244.7	210.7	204.6	161.8	159.6r	137.8	142.7	117.1	119.2	290.3	292.0
Silk and rayon.....	243.8	235.5	224.4	202.9	172.4	158.3r	92.4	90.4	85.0	77.7	207.3	183.4
Wool.....	247.7	238.8	215.9	200.3	165.8	156.2r	84.7	81.9	73.9	68.6	182.9	164.0
Foundries and machine shops.....	245.4	242.6r	198.2	194.0r	152.2	151.3r	140.3	139.9r	113.1	111.6r	278.1	271.4r
1. Foundries.....	239.7	237.6	188.6	185.4	144.9	144.6r	157.7	158.0	124.1	123.1	297.4	292.9
2. Machines and machine tools.....	252.1	250.1	204.0	203.0	156.7	158.3r	134.6	138.2	108.6	112.1	274.6	280.5
3. Heavy equipment.....	218.8	214.6r	181.6	175.1r	139.5	136.6r	111.5	112.1r	92.5	91.4r	202.5	196.3r
4. Hardware and small parts.....	257.8	256.4r	211.2	208.2r	162.2	162.4r	143.5	143.1r	117.5	116.2r	303.1	297.9r
5. Other products.....	252.0	249.5	204.4	199.6	157.0	155.7r	145.5	142.0	118.0	113.7	297.4	283.4
25 INDUSTRIES.....	255.6	252.7r	209.8	204.0r	161.1	159.1r	127.3	126.2r	104.5	101.8	267.1	257.4r

NOTE: No basic 1923 data are available, hence no indexes are given for the following: Rayon producing, rubber tires and tubes, other rubber products, woolen and worsted goods, other woolen products, cement, petroleum refining, "27 industries," aircraft and shipbuilding.

See footnotes on page 363.



## EARNINGS AND HOURS, MALE AND FEMALE PRODUCTION WORKERS, SEPTEMBER, 1947

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

INDUSTRY	All Male						Female					
	Average Earnings in Dollars				Average Hours per Week per Production Worker		Average Earnings in Dollars				Average Hours per Week per Production Worker	
	Hourly		Weekly				Hourly		Weekly			
	Sept.	August	Sept.	August	Sept.	August	Sept.	August	Sept.	August	Sept.	August
Agricultural implement.....	1.446	1.433	58.69	57.92	40.6	40.4	1.276	1.259	50.12	49.00	39.3	38.9
Automobile <sup>1</sup> .....	1.550	1.538 <sup>r</sup>	59.42	58.75 <sup>r</sup>	38.3	38.2	1.316	1.303 <sup>r</sup>	48.34	47.08 <sup>r</sup>	36.7	36.1
Boot and shoe.....	1.195	1.185	48.00	46.68	40.2	39.4	.907	.900	35.34	34.51	38.9	38.3
Chemical.....	1.484	1.469	58.07	56.29	39.1	38.3	1.042	1.028	39.01	37.80	37.4	36.8
Rayon producing <sup>2</sup> .....	1.269	1.272 <sup>r</sup>	49.48	49.58 <sup>r</sup>	39.0	39.0 <sup>r</sup>	1.054	1.054 <sup>r</sup>	38.89	39.06 <sup>r</sup>	36.9	37.0 <sup>r</sup>
Cotton - North.....	1.193	1.173	50.43	47.99	42.3	40.9	1.024	.996	39.31	36.75	38.4	36.9
Electrical manufacturing.....	1.502	1.487	62.41	60.93	41.6	41.0	1.164	1.153	45.17	43.44	38.8	37.7
Furniture <sup>3</sup> .....	1.347	1.337	55.97	54.85	41.6	41.0	1.052	1.050	41.34	41.18	39.3	39.2
Hosiery and knit goods.....	1.511	1.488	61.41	61.25 <sup>r</sup>	40.7	41.2 <sup>r</sup>	.920	.908	35.89	34.88 <sup>r</sup>	39.0	38.4 <sup>r</sup>
Iron and steel <sup>4</sup> .....	1.576	1.561	60.42	57.95	38.3	37.1	1.197	1.167	42.50	41.49	35.5	35.6
Leather tanning and finishing.....	1.346	1.326	57.16	55.50	42.5	41.9	1.125	1.126	47.99	41.63	37.3	37.0
Lumber and millwork.....	1.482	1.464 <sup>r</sup>	62.93	61.99 <sup>r</sup>	42.5	42.3 <sup>r</sup>	1.055	1.038 <sup>r</sup>	42.13	40.76 <sup>r</sup>	39.9	39.3 <sup>r</sup>
Meat packing.....	1.323	1.324	59.02	58.34	44.6	44.1	1.086	1.093	44.27	43.48	40.8	39.8
Paint and varnish.....	1.355	1.345 <sup>r</sup>	55.36	54.06 <sup>r</sup>	40.9	40.2 <sup>r</sup>	1.017	1.019 <sup>r</sup>	37.77	37.99 <sup>r</sup>	37.1	37.3 <sup>r</sup>
Paper and pulp.....	1.305	1.298	58.22	57.09	44.6	44.0	.961	.959	37.81	38.24	39.3	39.9
Paper products.....	1.291	1.283	55.53	54.38	43.0	42.4	.931	.928	36.51	34.96	39.2	37.7
Printing—book and job.....	1.721	1.695	75.88	73.30	44.1	43.3	1.026	1.021	39.88	38.33	38.9	37.5
Printing—news and magazine.....	1.906	1.918 <sup>r</sup>	80.25	79.69 <sup>r</sup>	42.1	41.6 <sup>r</sup>	1.074	1.079 <sup>r</sup>	41.58	41.95 <sup>r</sup>	38.7	38.9 <sup>r</sup>
Rubber.....	1.661	1.642	63.98	62.19	38.5	37.9	1.143	1.144	41.90	41.06	36.7	35.9
1. Rubber tires and tubes.....	1.765	1.740	67.02	64.95	38.0	37.3	1.343	1.315	47.55	45.10	35.4	34.3
2. Other rubber products.....	1.422	1.428	56.64	55.88	39.8	39.1	1.019	1.044	38.17	38.53	37.5	36.9
Silk and rayon.....	1.289	1.238	56.64	50.51	43.9	40.8	.997	.994	39.79	37.91	39.9	38.2
Wool.....	1.315	1.262	55.74	51.71	42.4	41.0	1.129	1.097	44.68	41.39	39.6	37.7
1. Woolen and worsted goods.....	1.270	1.262	54.17	52.38	42.7	41.5	1.131	1.126	45.12	43.28	39.9	38.5
2. Other woolen products <sup>5</sup> .....	1.368	1.262	57.55	50.93	42.1	40.4	1.125	1.036	43.78	37.54	38.9	36.3
Foundries and machine shops.....	1.434	1.417	57.71	56.43 <sup>r</sup>	40.2	39.8	1.123	1.115 <sup>r</sup>	42.64	41.87 <sup>r</sup>	38.0	37.6
1. Foundries.....	1.420	1.409	56.16	55.23	39.5	39.2	1.170	1.155	44.42	43.24	38.0	37.4
2. Machines and machine tools.....	1.398	1.386	56.45	56.14	40.4	40.5	1.135	1.145	42.55	42.97	37.5	37.5
3. Heavy equipment.....	1.473	1.445 <sup>r</sup>	60.35	58.18 <sup>r</sup>	41.0	40.3	1.159	1.151 <sup>r</sup>	45.57	44.15 <sup>r</sup>	39.3	38.4
4. Hardware and small parts.....	1.368	1.361 <sup>r</sup>	55.01	54.19 <sup>r</sup>	40.2	39.8 <sup>r</sup>	1.057	1.047 <sup>r</sup>	39.25	38.80 <sup>r</sup>	37.1	37.1 <sup>r</sup>
5. Other products.....	1.458	1.441	58.03	56.62	39.8	39.3	1.147	1.137	43.92	42.93	38.3	37.7
25 INDUSTRIES.....	1.457	1.441 <sup>r</sup>	59.36	57.83 <sup>r</sup>	40.8	40.2	1.035	1.023 <sup>r</sup>	40.12	38.62 <sup>r</sup>	38.8	37.8
Cement.....	1.227	1.221	49.47	49.24	40.3	40.3	.....	.....	.....	.....	.....	.....
Petroleum refining.....	1.636	1.628	65.36	63.98	40.0	39.3	.....	.....	.....	.....	.....	.....
27 INDUSTRIES.....	1.458	1.442 <sup>r</sup>	59.37	57.86 <sup>r</sup>	40.8	40.2 <sup>r</sup>	.....	.....	.....	.....	.....	.....
Aircraft.....	1.438	1.443 <sup>r</sup>	55.77	57.02 <sup>r</sup>	38.8	39.5	1.229	1.230 <sup>r</sup>	46.88	48.02 <sup>r</sup>	38.1	39.0
Shipbuilding.....	1.481	1.462	58.42	57.16	39.5	39.1	1.092	1.085	41.09	39.03	37.6	36.0

See footnotes on page 363.

mium payments for overtime. But the larger rise over the year cannot be ascribed even partially to longer hours, since the work week in September, 1946, averaged 40.3 hours as against 40.0 hours in September, 1947.

## AIRCRAFT AND SHIPBUILDING

Employment in aircraft plants was reduced slightly in September, all of the reduction being in the skilled male group. The other two groups, the women and the unskilled men who make up only 12.1% and 1.9%, respectively, of the total workers in the industry, actually increased their numbers slightly. Hourly earnings in September rose for only this very small group of unskilled men.

For all of the workers combined hourly earnings declined 0.4%, working hours 2.0%, and weekly earnings 2.2%.

Although total employment in shipyards was re-

duced 0.9% in September, the number of skilled men declined less than 0.1%. Thus, the percentage of workers in this group was increased from 86.9% in August to 87.6% in September. This rise in the proportion of skilled male workers, the most highly paid group, contributed somewhat to the increase in the average hourly earnings of all workers combined. Another factor in the 1.3% rise in earnings from August to September was the small increase in the length of the work week.

## LABOR STATISTICS IN SEPTEMBER

Hourly earnings rose 1.2% from August to September. They have been increased 12.5% since September, 1946, and 134.4% since 1929.

Weekly earnings in September were 2.8% greater than in August and 13.6% more than last September. Since 1929, they have risen 95.6%.

Real weekly earnings advanced 1.3% over the



## EARNINGS AND HOURS, UNSKILLED AND SKILLED AND SEMI-SKILLED MALE PRODUCTION WORKERS, SEPTEMBER, 1947

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

INDUSTRY	Unskilled						Skilled and Semi-Skilled					
	Average Earnings in Dollars				Average Hours per Week per Production Worker		Average Earnings in Dollars				Average Hours per Week per Production Worker	
	Hourly		Weekly		Sept.	August	Hourly		Weekly		Sept.	August
	Sept.	August	Sept.	August			Sept.	August	Sept.	August		
Agricultural implement.....	1.252	1.235	49.79	48.68	39.8	39.4	1.480	1.469	60.30	59.63	40.7	40.6
Automobile <sup>1</sup> .....	1.308	1.315 <sup>r</sup>	50.20	51.36 <sup>r</sup>	38.4	39.0	1.576	1.563 <sup>r</sup>	60.43	59.57 <sup>r</sup>	38.3	38.1
Boot and shoe.....	.648	.647	27.60	27.96	42.6	43.2	1.219	1.208	48.81	47.42	40.1	39.3
Chemical.....	1.246	1.235	49.84	48.31	40.0	39.1	1.546	1.530	60.16	58.32	38.9	38.1
Rayon producing <sup>2</sup> .....	1.023	1.039 <sup>r</sup>	39.37	40.10 <sup>r</sup>	38.5	38.6 <sup>r</sup>	1.300	1.303 <sup>r</sup>	50.80	50.81 <sup>r</sup>	39.1	39.0 <sup>r</sup>
Cotton—North.....	1.114	1.110	46.13	45.33	41.4	40.8	1.222	1.197	52.10	49.03	42.6	41.0
Electrical manufacturing.....	1.225	1.225	49.74	49.37	40.6	40.3	1.542	1.525	64.30	62.64	41.7	41.1
Furniture <sup>3</sup> .....	.991	.993	41.14	41.67	41.5	42.0	1.376	1.367	57.21	55.94	41.6	40.9
Hosiery and knit goods.....	1.078	.998	47.92	43.99 <sup>r</sup>	44.5	44.1 <sup>r</sup>	1.557	1.549 <sup>r</sup>	62.71	63.25 <sup>r</sup>	40.3	40.8 <sup>r</sup>
Iron and steel <sup>4</sup> .....	1.270	1.256	46.20	43.60	36.4	34.7	1.648	1.633	63.97	61.61	38.8	37.7
Leather tanning and finishing.....	1.145	1.116	48.83	45.88	42.6	41.1	1.382	1.361	58.62	57.13	42.4	42.0
Lumber and millwork.....	1.122	1.092 <sup>r</sup>	47.95	46.72 <sup>r</sup>	42.7	42.8 <sup>r</sup>	1.604	1.593 <sup>r</sup>	67.96	67.20 <sup>r</sup>	42.4	42.2 <sup>r</sup>
Meat packing.....	1.148	1.162	49.20	49.23	42.9	42.4	1.386	1.381	62.72	61.68	45.3	44.7
Paint and varnish.....	1.154	1.150 <sup>r</sup>	47.83	47.62 <sup>r</sup>	41.5	41.4 <sup>r</sup>	1.426	1.418 <sup>r</sup>	57.99	56.37 <sup>r</sup>	40.7	39.7 <sup>r</sup>
Paper and pulp.....	1.126	1.129	48.90	47.67	43.4	42.2	1.381	1.369	62.35	61.29	45.2	44.8
Paper products.....	1.053	1.064	43.88	44.44	41.7	41.8	1.370	1.358	59.55	57.86	43.5	42.6
Printing—book and job.....	1.180	1.167	51.83	51.57	43.9	44.2	1.923	1.914	84.91	82.07	44.2	42.9
Printing—news and magazine.....	1.326	1.325 <sup>r</sup>	53.42	52.94 <sup>r</sup>	40.3	40.0 <sup>r</sup>	2.083	2.093 <sup>r</sup>	88.88	88.00 <sup>r</sup>	42.7	42.1 <sup>r</sup>
Rubber.....	1.385	1.370	51.80	51.38	37.4	37.5	1.668	1.648	64.30	62.45	38.6	37.9
1. Rubber tires and tubes.....	1.470	1.451	53.66	53.69	36.5	37.0	1.772	1.747	67.40	65.24	38.0	37.3
2. Other rubber products.....	1.066	1.058	43.97	41.60	41.2	39.3	1.430	1.436	56.92	56.19	39.8	39.1
Wool.....	1.166	1.108	50.17	45.30	43.0	40.9	1.386	1.336	58.35	54.81	42.1	41.0
1. Woolen and worsted goods.....	1.157	1.146	49.38	46.94	42.7	41.0	1.334	1.330	56.90	55.59	42.7	41.8
2. Other woolen products <sup>5</sup> .....	1.180	1.046	51.39	42.66	43.5	40.8	1.440	1.344	59.81	54.02	41.5	40.2
Foundries and machine shops.....	1.220	1.208 <sup>r</sup>	48.72	47.69 <sup>r</sup>	39.9	39.5	1.475	1.458 <sup>r</sup>	59.43	58.14 <sup>r</sup>	40.3	39.9 <sup>r</sup>
1. Foundries.....	1.237	1.228	49.60	48.62	40.1	39.6	1.484	1.473	58.38	57.52	39.3	39.0
2. Machines and machine tools.....	1.169	1.165	48.30	48.37	41.3	41.5	1.429	1.417	57.55	57.20	40.3	40.4
3. Heavy equipment.....	1.195	1.167 <sup>r</sup>	47.72	45.73 <sup>r</sup>	39.9	39.2 <sup>r</sup>	1.517	1.490 <sup>r</sup>	62.37	60.27 <sup>r</sup>	41.1	40.4 <sup>r</sup>
4. Hardware and small parts.....	1.193	1.193	47.33	46.56 <sup>r</sup>	39.7	39.0 <sup>r</sup>	1.411	1.402 <sup>r</sup>	56.92	56.09 <sup>r</sup>	40.3	40.0 <sup>r</sup>
5. Other products.....	1.268	1.257	49.94	49.05	39.4	39.0	1.492	1.475	59.50	58.01	39.9	39.3
24 INDUSTRIES <sup>6</sup> .....	1.184	1.171 <sup>r</sup>	48.10	47.02 <sup>r</sup>	40.7	40.3 <sup>r</sup>	1.522	1.507 <sup>r</sup>	61.99	60.50 <sup>r</sup>	40.8	40.2 <sup>r</sup>
Cement.....	1.082	1.079	41.01	41.08	37.9	38.1	1.242	1.235	50.39	50.10	40.6	40.6
Petroleum refining.....	1.256	1.247	51.44	50.44	41.0	40.4	1.677	1.669	66.82	65.40	39.8	39.2
26 INDUSTRIES <sup>6</sup> .....	1.184	1.171 <sup>r</sup>	48.07	47.00 <sup>r</sup>	40.7	40.3 <sup>r</sup>	1.523	1.508 <sup>r</sup>	61.98	60.50 <sup>r</sup>	40.7	40.2 <sup>r</sup>
Aircraft.....	1.203	1.187 <sup>r</sup>	47.88	48.67 <sup>r</sup>	39.8	41.0	1.444	1.450 <sup>r</sup>	55.99	57.25 <sup>r</sup>	38.8	39.5
Shipbuilding.....	1.167	1.129	43.53	42.31	37.3	37.5	1.520	1.507	60.40	59.27	39.7	39.3

NOTE: The wage data here given are for cash payments only and do not take into consideration the value of such wage equivalents as reduced or free house rents or other special services rendered by the company to employees. Various forms of wage equivalents are in use in industrial establishments in many localities, but the part which they play as compensation for work performed cannot be taken into account in a study of this character.

<sup>1</sup>Based on data collected by the Automobile Manufacturers Association and THE CONFERENCE BOARD.

<sup>2</sup>Based on data collected by the Textile Economics Bureau, Inc. and THE CONFERENCE BOARD.

<sup>3</sup>Includes wood, metal, and upholstered household and office furniture.

<sup>4</sup>Based on data collected by the American Iron and Steel Institute and THE CONFERENCE BOARD.

<sup>5</sup>Principally rugs.

<sup>6</sup>Silk and rayon industry not included, as adequate data for unskilled and skilled groups are not available for this industry.

<sup>r</sup>Revised.

month. They were 0.1% above the September, 1946, level and 50.3% greater than that of 1929.

Hours per week were increased 0.7 hour, or 1.8%, from August to September, and 0.4 hour, or 1.0%, from September, 1946, to this September. They were 7.9 hours, or 16.4%, less than in 1929.

Employment was 0.9% greater in September than in August. It was 3.7% larger than last September and 26.0% greater than in 1929.

Man hours were increased 2.7% over the month and 4.7% over the year. Since 1929, they have been expanded 5.3%.

Payrolls in September were 3.8% greater than in August. They have been increased 17.9% since September of last year and 146.4% since 1929.

ELIZABETH P. ALLISON  
Statistical Division



## Labor Press Highlights<sup>1</sup>

### *UE Labels Look Survey Propaganda*

The recent survey on worker reaction to the individual sections of the Taft-Hartley Act by Opinion Research Corporation in *Look* magazine has been attacked by *UE News* (United Electrical, Radio & Machine Workers of America-CIO). This publication claims that the survey questions were so worded that the workers gave pro-Taft-Hartley answers and that, therefore, the survey does not accurately reflect the workers' opinion.

### *Officials Resign in Affidavit Dispute*

The resignations of two top officers of the CIO Woodworkers Union was requested and accepted by President J. E. Fadling after they had declined to sign non-Communist affidavits. *The CIO News* states that this request resulted from the convention policy of the Woodworkers Union to comply with the Taft-Hartley Act.

### *AFL Benefit Payments Total \$52 Million*

More than \$52 million in benefits was paid to national, international and local AFL union members during 1946. Benefits included those for death, sickness, unemployment, old age and disability. *AFL Weekly News Service*.

### *UAW-AFL Repeats Wage Rate Survey*

The UAW-AFL Research Department has launched its second wage rate survey in order to reflect recent increases. The *AFL Auto Worker* states that the first survey was so successful that many locals have requested further information for use in collective bargaining sessions. The final results will include average rates for all job classifications throughout each UAW-AFL plant.

### *Rail Union Joins Shipworkers*

The one-year-old Railroad Workers Union (CIO) with 50,000 members has merged with the CIO Marine and Shipbuilding Workers which has a membership of about 130,000. *The CIO News* states that the merger has been approved by the Shipbuilders Union and that 138 of the 144 railroad locals voted for the merger to gain the needed "directional skills and experience" of the older union.

### *City Conducts Union-Shop Election*

A novel bargaining-agency election, resulting from a refusal of the local NLRB office to take a ballot, occurred at F. H. Camp and Co. Because of this refusal, the city clerk

<sup>1</sup>From the October labor Press.

of Jackson, Michigan, conducted the election. The firm accepted the result of the vote by signing a contract with the ILGWU. *Justice* (International Ladies' Garment Workers' Union—AFL).

### *Tests Tennessee's Anticlosed-Shop Law*

A grand jury has refused for the third time to indict Editor Tom Cuthbert of *Labor World* for violating Tennessee's new anticlosed-shop law. Editor Cuthbert deliberately challenged the constitutionality of this law by signing a closed-shop agreement with the International Typographical Union (AFL). *The CWA News* (Communications Workers of America—Independent).

### *Gives Labor Press "Awards of Merit"*

Rewards for outstanding achievement in labor press journalism were announced at the annual convention of the International Labor Press of America, in San Francisco, according to *The Hat Worker* (AFL). A few of the first prize winners are: editorial excellence, monthly newspapers—*The Hat Worker*; editorial excellence, magazines—*Machinists' Monthly Journal*; excellence in typography and press work, magazines—*Building Service Employees*. A special editorial award was given to L. P. Straube for his editorial in the *Chicago Federation News*, "The Labor Press, Its Need and Creed."

### *Hosiery Union Suspended*

The American Federation of Hosiery Workers and its affiliated locals have been suspended from the CIO Textile Workers Union. The TWUA executive council revealed that they were suspended because of their refusal to pay the increased per capita tax. This tax was recently raised from 50 cents to 75 cents a month by an amendment to the TWUA constitution. *Textile Labor* (CIO).

### *New Drive To Raise Canadian Wages*

A new drive is afoot in Canada to equalize Canadian and United States wage rates for nonoperating railroad workers, according to *The Machinist* (International Association of Machinists—Independent). The stated reason is that Canadian workers receive about 34 cents an hour less than American workers doing the same job.

### *Trade Union School Opens in Japan*

The first Japanese trade union school has recently been opened in Kyoto, according to the *Workers Education Bureau News Letter* (AFL). There are other labor schools in Japan but this is the first one which is being run by the unions themselves. The publication says that those interested in this type of education hope it will be an example



and the start of a chain of such schools in every major city in Japan.

### Labor News Briefs

The International Association of Machinists (independent) reveals in an editorial in the *Machinists Monthly Journal* that it has over 10,000 union contracts. The AFL Convention raised the Federation's monthly per capita tax from 1.5 cents to 3 cents. This is expected to boost AFL income more than a million dollars a year (*AFL Weekly News Service*). . . . The Foreman's Association of America has lost 13 of its 153 chapters as a direct result of the Taft-Hartley Act (*The Retail, Wholesale and Department Store Employee, CIO*). . . . The AFL issued 258 new charters during the past year to national, central, local, trade and federal labor unions (*United Mine Workers Journal, AFL*).

JANICE F. PACHNER  
Management Research Division

### Forms Cooperative Employee Association

A preliminary draft of a proposed mutual association for the benefit of employees of the Thomas A. Edison Industries has recently been announced by Theodore M. Edison, son of Thomas A. Edison. Mr. Edison is giving to the association 60,000 shares of Class B nonvoting common stock of Thomas A. Edison, Inc., which has a current market value of approximately \$1 million; also \$240,000 worth of United States government bonds (par value); and \$20,000 in cash.

The objective of the association, as stated by Mr. Edison, is "the fostering of cooperative ideas that will promote industrial harmony, good will and friendship, and not primarily the securing of maximum cash returns for members through the operation of any particular project." He listed a few of the activities which the association might carry on, such as cooperative purchasing, emergency loans to members, scholarships for members' children, charitable and civic undertakings, backing of organizations working for world peace.

An outright gift of shares in the association is to be given to all employees having three or more years of service with the Thomas A. Edison Industries. Each eligible employee is to receive one share of association stock (\$10 value) for each year of service in excess of two years up to a maximum of sixteen shares. Beginning December 15, 1946, employees are entitled to purchase one share of association stock, \$10 value, during each year of service. Employees who do not share in the original distribution are entitled to purchase stock at the above rate when they have completed three years' service. The maximum number of shares which an employee may own is sixteen. Each year one share of his earliest series is

subject to redemption at \$10 a share. In effect, there is an exchange of shares each year which will leave his maximum holdings at sixteen shares.

If an employee should leave the Thomas A. Edison Industries, he is entitled to take his stock with him, but he can no longer purchase additional shares. Inasmuch as one share of stock is redeemable each year, his holdings will gradually diminish, and by the end of the seventeenth year his last share of stock will have been redeemed.

Approximately 2,700 employees of the Edison Industries will be eligible to share in the initial distribution. Because of state laws governing stocks, employees working outside of New Jersey will not be included in the association. It is planned, however, to give them a cash gift distribution equal to the redemption value (\$10 a share) of the initial stock they would have received were it not for the geographic limitation. F. B. B.

### Who's a Genius?

Employees of the Atlas Powder Company have been invited by the editor of the company magazine *Atlas Family* to contribute ideas for a page entitled "What's Your Atlas I.Q.?" For several months selections of questions submitted by workers have been illustrated with cartoons and have made a full-page layout in the publication. Several answers are provided for each question, with the reader invited to check the one which he believes to be the correct one.

All questions have to do with the company or the employee's work—organization of the company, terms used in the industry, products manufactured, etc. Ability to answer half of the questions propounded, according to the editor, indicates that the employee is "on his toes." Correct replies to all make him a genius.

### Watch Your Diet

How to select your diet wisely in order to improve your health and save food for the starving is a subject discussed in the November issue of *Foam*, publication for employees of the F. & M. Schaefer Brewing Company. A caloric chart gives a list of foods which have high caloric content and are rich in necessary carbohydrates, fats and protein. E. M. S.

### University Course for Miners

Forty-five male employees of the Island Creek Coal Company are enrolled in a mining extension class which is being offered by the School of Mines of West Virginia University during the 1947-1948 school year. Classes are held weekly for a two-hour evening period at the Holden Central School. The instructor is a member of the University faculty.



## Foremen's Club Promotes Management Training

THE Lockheed Management Club of Burbank, California, furnishes an interesting example of the variety and richness of program which may be developed by an alert organization of this type.

Chartered by the National Association of Foremen, the Lockheed club feels that there is abundant opportunity for the exercise of local initiative within the framework established by the parent organization.

In a letter to THE CONFERENCE BOARD, C. E. W. Stevens, chairman of the committee on public relations, comments on several of the rather unique features of the Lockheed club. He writes:

"The club cuts through organizational lines and is made up of representatives from all branches of Lockheed's management. Members are enrolled from the manufacturing, finance, administrative, industrial relations, and sales branches. The club thus performs a valuable function in welding the company's organizational structure into a more closely integrated unit.

"Important speakers are brought before the club's

membership, and the willingness of such outstanding figures as William M. Jeffers and Donald Nelson to accept speaking engagements is indicative of the reputation the club enjoys in this area.

"An interesting sidelight of the club's activities is the scholarship awards made each year to deserving high school students. This year the club is sponsoring seven such scholarships and indications are that this program will be a continuing project, growing in size and scope."

The club sponsors a series of training conferences annually. This year, for the first time, the courses have been thrown open to all salaried employees of the company, whether club members or not. A somewhat higher fee is charged those who have not joined the club. The courses being offered this winter are:

"Principles of Leadership"

"The Effect on the Supervisor of Recent Labor Legislation and Union Agreements"

"Speaking and Writing Good English"

"An Interesting and Practical Review of Mathematics Used in Shop and Office"

"The Supervisor's Relation to Wages and Salaries"

"Problems Arising in Personal Investments"

"Planning and Establishing an Industrial Organization"

The club has published an attractive sixteen-page handbook for members and prospective members. This booklet gives a comprehensive picture of the club's activities for the current year. Committees and committee members are listed and the program of monthly meetings is shown. The full constitution of the club is reproduced. Toward the end is a series of questions and answers. The questions are those which a prospective member, knowing little of the organization and its purpose, might well ask. Finally, there is an application blank complete with instructions for mailing to the proper club officer.

The statement of purpose of the club found in the handbook is both concise and lucid:

"Realizing that the work of management men requires skill and judgment of a professional nature and to emphasize the fact that management is basically an important profession in itself, a number of Lockheed management men organized the Lockheed Management Club to help each of the members in his personal development."

### TO EMPLOYEES ELIGIBLE FOR MEMBERSHIP IN THE LOCKHEED MANAGEMENT CLUB:

You, as a member of Lockheed management, are practicing in a profession just as surely as though you were practicing law or medicine. This statement applies equally whether you are in line or staff management, because management is not a title, nor is it a salary range. Management is a state of mind that must be constantly and aggressively cultivated. Therefore, management, like the other professions, demands constant study by those who would be successful practitioners in their chosen field.

Membership in the Lockheed Management Club provides many opportunities for acquiring and enlarging the management state of mind. For example, the club sponsors a number of very worth-while courses, expressly tailored to suit the needs of management men.

Through Lockheed Management Club's affiliation with the nationwide organization known as the National Association of Foremen, members have access to one of the largest industrial libraries in the country. Books may be borrowed by mail, by merely paying the necessary postage. The monthly magazine, issued by the national group, keeps you in touch with current thinking of other management men.

Now is the time for you to take advantage of the opportunity to join with other alert members on the Lockheed management team in the cultivation of the management state of mind.

Promotional letter sent to nonclub members

STEPHEN HABBE  
Management Research Division



# Wage Increase Announcements, October, 1947

Company	Type of Worker <sup>1</sup>	Increase			Previous Rate of Range		Remarks
		Amount	Date Effective	Number Affected	Rate	Effective	
Brown Shoe Company..... St. Louis, Mo.	WE	See remarks	10-6	11,000	n.a.	n.a.	Pieceworkers increased 3%; hourly workers 3¢ per hour. Paid holidays increased from 3 to 5. Vacation benefits liberalized to permit employees to become eligible for vacation immediately upon completing one year of service. (Boot and Shoe Workers, AFL; United Shoeworkers of America, CIO; District 50 of United Mine Workers, AFL; approximately 3,700 workers unorganized.)
*Carter Carburetor Corporation..... St. Louis, Mo.	WE	\$14½ hr.	8-12	2,400	See remarks	n.a.	Improved sickness benefit plan. Previous pay rates ranged from \$.78½-\$.88½ per hr. for women and from \$.84½-\$1.40 per hr. for men (40-hr. week). Top production wage was \$1.68½ per hour for tool and diemakers. (UAW-CIO)
Cincinnati Metropolitan Housing Authority..... Cincinnati, Ohio	WE	10%	9-10	120	n.a.	9-1-46	National Health & Welfare Retirement Assn. retirement plan which provides for 5% employee contribution and 5% employer contribution; all prior service annuity benefits paid for by employer. (AFL and CIO unions for wage earners; some unorganized. No union for salaried workers.)
	S	10%	9-10	80	n.a.	9-1-46	
*Coal and building supply firms..... Warren, Ohio	WE	See remarks	10-1	n.a.	n.a.	n.a.	Drivers and blockmakers received 15¢ hr. raise; yard and truck helpers received a 10¢ raise. (Coal and Building Supply Drivers Union.)
Ford Motor Company..... Dearborn, Mich.	WE	\$11½ hr.	5-31	107,000	\$1.40 hr. average	1-5-46	Six paid holidays. Additional 5¢ per hour increase over and above the 11½¢ increase for approximately 10,000 skilled workers—mostly maintenance and construction skills. (UAW-CIO) (No union.)
	S	10%	6-1	23,000	\$303 mo. average	1-5-46	
General Motors Corporation..... Detroit, Mich.	WE	\$.05 hr.	10-20	15,000	n.a.	n.a.	Represents increase for certain classes of skilled maintenance men. (UAW-CIO and UERMWA-CIO)
*The Graphic Arts League..... Baltimore, Md.	WE	\$.25 hr.	n.a.	n.a.	\$1.50 hr.	n.a.	Represents an interim wage increase pending a new agreement. Announced Oct. 13. (Int'l Typographical Union.)
*Green bus Lines..... and	WE	\$.04 hr.	7-1	750	\$1.20 hr.	n.a.	(Amal. Assn. St., Elec. Ry., and Motor Coach Employees, AFL)
		\$.04 hr.			\$1.26½ hr.		
*Triboro Coach Corporation..... New York, N. Y.	WE	\$.07 hr.			\$1.13 hr.		
Independent Creamery Operators, Inc. Seattle, Wash.	WE	\$.08½ hr.	7-1	125	\$1.17 hr.	n.a.	Increase given to poultry workers and egg candlers. (Wash. State Federation of Butchers) [Press reports indicate that approximately 1,700 other workers affiliated with the Wash. Farmers' Co-operative Assn. received a similar increase.]
	WE	\$.40 day	10-1		\$.96½ to \$1.26 hr.		
International Shoe Company..... St. Louis, Mo.	WE	\$.01 hr. average	10-1	13,000	n.a.	n.a.	Effective Oct. 1, 1947, wage rates will be adjusted in accordance with the increase in the BLS consumers' price index; the formula for so doing ranges from 3¢ per hour (or 5¢ per 100 points, whichever is applicable) when the index is between 158.0-162.9, to 12¢ per hour (or 20¢ per 100 points) when the index is between 173.0-177.9. Also 2 additional paid holidays effective 1-1-48. One week's vacation after 1 year's continuous service; 2 weeks after 5 years. (United Shoe Workers of America, CIO)
Milk Dealers' Association of Metropolitan New York	WE	\$8.50 wk.	10-25	14,000	\$51 wk.	10-25-46	Association represents 160 milk companies in the metropolitan area. (Int. Bro. of Teamsters, AFL)
*New York Shipbuilding Corporation. Camden, N. J.	WE	\$.12 hr.	n.a.	3,200	n.a.	n.a.	New contract announced Sept. 19. (Industrial Union Marine & Shipbuilding Workers, CIO)
The Ohio Oil Company..... Findlay, Ohio	WE	See remarks	10-1	3,386	See remarks	1-1-47-9-30-47	Flat base rate increase of 15¢ hr. and bonus of 10¢ per hour. Previous bonus provided for a \$35 monthly payment. (Union, if any, not given)
	S	See remarks	10-1	2,618	See remarks	1-1-47-9-30-47	

<sup>1</sup>Type of worker: S—salaried employees; WE—wage earners.

\*Obtained from press reports. Information not verified by company.

n.a. Not available



## WAGE INCREASE ANNOUNCEMENTS, OCTOBER, 1947

Company	Type of Worker <sup>1</sup>	Increase			Previous Rate of Range		Remarks
		Amount	Date Effective	Number Affected	Rate	Effective	
Pittsburgh Hotels Association..... Pittsburgh, Pa.	WE	See remarks	9-1	2,000	n.a.	n.a.	Cooks and skilled maintenance workers received 7¢ hourly raise; non-tip employees received a 5¢ increase and tip employees received 3¢. Joint union-management administration of insurance program, with entire cost borne by employer. Agreement announced Oct. 10. (Hotel and Restaurant Employees Alliance, AFL)
*Retail stores.....	WE	\$4.00 to \$5.00 wk.	n.a.	350	See remarks	n.a.	Represents raise given to clerks in 137 establishments located in Granite City, Madison, Mitchell, Nameoki and Venice, Ill. Men working up to 51 hours in grocery stores and women working up to 48 hours are to receive overtime after 45 hours. Settlement announced Oct. 3. (Retail Clerks, AFL)
Union Railroad Company..... Pittsburgh, Pa.	WE	\$.15 hr.	9-1	1,900	n.a.	n.a.	Vacation plans liberalized. (Brotherhood of Locomotive Engineers and Brotherhood of Railroad Trainmen)
	WE & S	\$.15 hr.	6-1	1,600	n.a.	n.a.	Vacation plans liberalized. (CIO union)
*Window cleaners..... Pittsburgh, Pa.	WE	\$.16½ hr. See remarks	9-1 n.a.	n.a.	n.a.	n.a.	Agreement, reached Oct. 1, provides for a \$1.00 day raise for workers in top classification, with a progressive upward sliding scale ranging between 5¢ and 20¢ an hour for beginners. (Window Cleaners, AFL)

<sup>1</sup>Type of workers; S—salaried employees; WE—wage earners.

\*Obtained from press reports. Information not verified by company.

n.a. Not available